



TOWN OF OKOTOKS
**Recreation, Parks,
and Leisure Master Plan**

Final

May 2017





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and Leisure Master Plan**

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Acknowledgments

Great communities are built through active citizen involvement and engagement in planning and public service provision. Thank you to all of those who were engaged in the Recreation, Parks, and Leisure Master Plan process.

More specifically, thanks go out to:

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- Members of Town Council and administration who participated in interviews and meetings.
- Representatives (elected officials and administrators) who participated in interviews and meetings.
- Representatives of volunteer groups and recreation, parks, and leisure stakeholders who answered questionnaires and attended meetings to discuss their needs.
- All other key stakeholders who provided information and attended meetings when asked.

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Okotoks Culture, Parks, and Recreation Committee

- Dale Fea, Chair and Arts Council Representative
- Glenn Tackaberry, Okotoks Community Member
- Jinny Toffelmire, Vice-Chair and Okotoks Community Member
- John Carmichael, Okotoks Community Member
- Karas Wright, Okotoks Community Member
- Marilyn Wilson, Okotoks Community Member
- Councillor Ray Watrin, Okotoks Council Representative
- Councillor Ron Chase, M.D. Council Representative
- Ron Schreiber, Christ the Redeemer School Division Representative
- Shveta Kshatriya, Youth Member
- Soren Christiansen, M.D. Rural Citizen Representative
- Stephen Christensen, Okotoks Community Member
- Susan Laurin, Community Services Director, Staff Liaison

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- Marni Hutchinson, Communications Specialist (currently on a one year leave)
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- Ted Muller, EDA Collaborative
- Brian Bengert, Architecture|TB

Executive Summary

The Town of Okotoks and its residents value recreation, parks, and leisure. This is apparent in the efforts and investment made by Town Council and administration and reiterated by the sentiment of residents and stakeholder groups. As the Town continues to grow and evolve, strategic planning for these essential services is necessary to ensure maximum community benefit and optimized use of public resources.

The Recreation, Parks, and Leisure Master Plan has been developed to set forth a comprehensive, strategic road map for the delivery of recreation, parks, and leisure services in the Town and surrounding areas that it serves. The Plan is founded in the following vision and goals and articulates the intended outcomes and social good that Town decision makers strive to see with investment in these valued public services.

A Vision for Recreation, Parks, and Leisure in Okotoks

Residents and visitors are engaged in meaningful, accessible recreation, parks, and leisure activities.

Goals for Recreation, Parks, and Leisure in Okotoks

1. Recreation, parks, and leisure services foster the health and wellbeing of citizens.
2. Recreation, parks, and leisure services are a vehicle to build community wellness, spirit, and culture
3. Recreation, parks, and leisure services are provided in healthy indoor and outdoor environments.

Outcomes Resulting from an Investment in Recreation, Parks, and Leisure Services in Okotoks

Wellbeing of All Citizens.

1. Citizens Have a Basic Level of Physical Literacy, Fitness, and Wellbeing; all ages and abilities have basic skills in a variety of leisure pursuits.
2. Advanced Level Skill Development is Available for Some Pursuits; through partnerships opportunities exist to compete and excel in leisure pursuits.

Community Health and Wellness.

3. Citizens are proud of their community; it's facilities and spaces, the events and opportunities it offers, and it's level of volunteerism
4. Recreation, parks, and leisure opportunities are accessible and welcoming; connecting and including individuals and families and attracting and retaining residents

Healthy Indoor and Outdoor Environments.

5. Citizens have access to, appreciate and understand the nature; parks and open space provide a medium for residents and visitors to connect with nature
6. Indoor and outdoor facilities and spaces are financially and environmentally sustainable, well maintained, reinvested in at appropriate levels, and operated in a focused and responsible manner

Executive Summary

Town of Okotoks Council and administration currently achieves many of these outcomes and goals through existing recreation, parks, and leisure efforts. In order to build upon current successes and lead to an enhanced state in the community, this Master Plan outlines 25 specific strategies in four strategic focus areas.

Strategic Focus Area #1: Delivery System Analysis and Enhancement

Governance, Decision Making, and Operations

Strategy #1: The Town should continue to utilize a spectrum of delivery approaches in the provision of recreation, parks, and leisure opportunities.

Strategy #2: The Town should set specific and measurable targets for Town provided recreation, parks, and leisure infrastructure and programs.

Strategy #3: The Town should develop a systematic process for gathering regular and ongoing feedback from a representative group of the community who are mandated with an advisory and advocacy role. Specifically, this representative group will provide a community lens from a recreation, parks, leisure perspective.

Partnerships

Strategy #4: The Partnership Assessment Framework (presented herein) should be used by the Town when evaluating potential partnerships.

Strategy #5: The Town should continue to support community organizations with a focus on the following key areas:

- Organization capacity building
- Sustainability planning
- Event hosting (e.g. competitions and tournament, "Sport Tourism")

Strategy #6: The Town should increase its efforts to foster volunteerism in Okotoks.

Community Dialogue

Strategy #7: The Town should develop and implement an ongoing community input process for recreation, parks, and leisure service delivery.

Executive Summary

Strategic Focus Area #2: Opportunities and Programs

Reducing Barriers to Participation

Strategy #8: The Town should sustain and enhance existing financial support programs and identify opportunities to expand awareness of these, and similar programs, available to residents.

Strategy #9: Town recreation, parks, and leisure services should prioritize social inclusiveness to meet the needs of a growing, evolving and diversifying community.

Programming Focus Areas

Strategy #10: The following programming focus areas should be a priority for the Town in the short term.

- Outdoor skill development for youth and teens
- Fitness and wellness programming of all ages and ability levels
- Non-competitive/recreational sports for youth, teens and adults
- Multi-generational opportunities
- Seniors recreation and active living programs
- Programming for populations facing barriers to participation (physical, financial, social)

Strategy #11: The Town should enhance the use of data and consultation findings in program design, costing, and scheduling.

Promotions and Marketing

Strategy #12: The Town should develop and execute a formal marketing and promotions strategy with a focus on the following themes:

- Benefits of participation in recreation, parks, and leisure activities
- Awareness of existing recreation, parks, and leisure programs and opportunities
- Celebration of successes related to recreation, parks and leisure

Strategic Focus Area #3: Recreation Infrastructure

Infrastructure Priorities and Future Decision Making Approaches

Strategy #13: The Town should place a priority on sustaining current infrastructure before new development is undertaken.

Strategy #14: When investing in new infrastructure, leverage existing facilities and spaces where feasible.

Strategy #15: The Amenity Prioritization Framework (presented herein) should be used to rank potential recreation, parks, and leisure infrastructure projects.

Executive Summary

Strategy #16: The Town should focus on the ranked recreation amenities. It is suggested as a standard practice that the recreation amenities be re-ranked every 5 years. Re-ranking of the recreation amenities may also be required if new information becomes available (e.g. partnership opportunities, changes to current provision levels) or as decision making is required.

Strategy #17: The Planning Process Framework and Facility Condition Index should be utilized by the Town when making decisions related to major capital investment in recreation, parks, and leisure infrastructure. These tools should also consider, and be used as an input towards, the Town's asset management programs.

Inventory Management and Amenity Strategies

Strategy #18: The enhanced parks and open space classification system and hierarchy should be implemented by the Town and used to organize its asset base of these valuable community amenities.

Strategy #19: The Town should consider the recreation, parks and leisure amenity strategies to guide the management of existing assets and future planning.

Strategic Focus Area #4: Funding Sources and Strategies

Traditional Funding Sources

Strategy #20: The Town should create a policy to establish criteria for setting annual user fees (including memberships, rental fees, and drop-in access).

Strategy #21: The Town should identify tactics and opportunities to further maximize utilization of existing facilities.

Revenue Generation

Strategy #22: The Town should develop a sponsorship and naming strategy for recreation, parks, and leisure assets. The strategy should include the following components:

- Inventory and valuation of all current assets
- Identification of specific opportunities in the market area
- Role of the Town and community organizations in pursuing sponsorships
- Appropriateness of sponsorship and naming of certain assets

Strategy #23: Future capital facility development (new facilities and major enhancement of existing facilities) should place a priority on the inclusion of revenue generating spaces.

Land Acquisition and Management

Strategy #24: The Town should acquire land beyond Municipal Reserve dedication for recreation, parks, and leisure infrastructure purposes.

Strategy #25: The parks and open space vision, guidelines, and principles should be incorporated into existing practices and considered during future land acquisition.

Executive Summary

Although the Town, its partners, and other stakeholders will not be able to implement and achieve all of the strategic direction outlined herein immediately, this Plan will provide valuable guidance as decision making occurs and help focus administrative effort most effectively. This Plan will also help ensure that the Town is prepared to adapt services and infrastructure in lockstep with growth and evolving community interests and needs.

The strategies provided and the philosophical foundation upon which they are prefaced has been developed by the community and in response to a variety of research and public and stakeholder engagement inputs. A comprehensive and detailed presentation of the input gathered and how it pertains to strategic thinking is outlined in the State of Recreation, Parks, and Leisure research report (under separate cover).

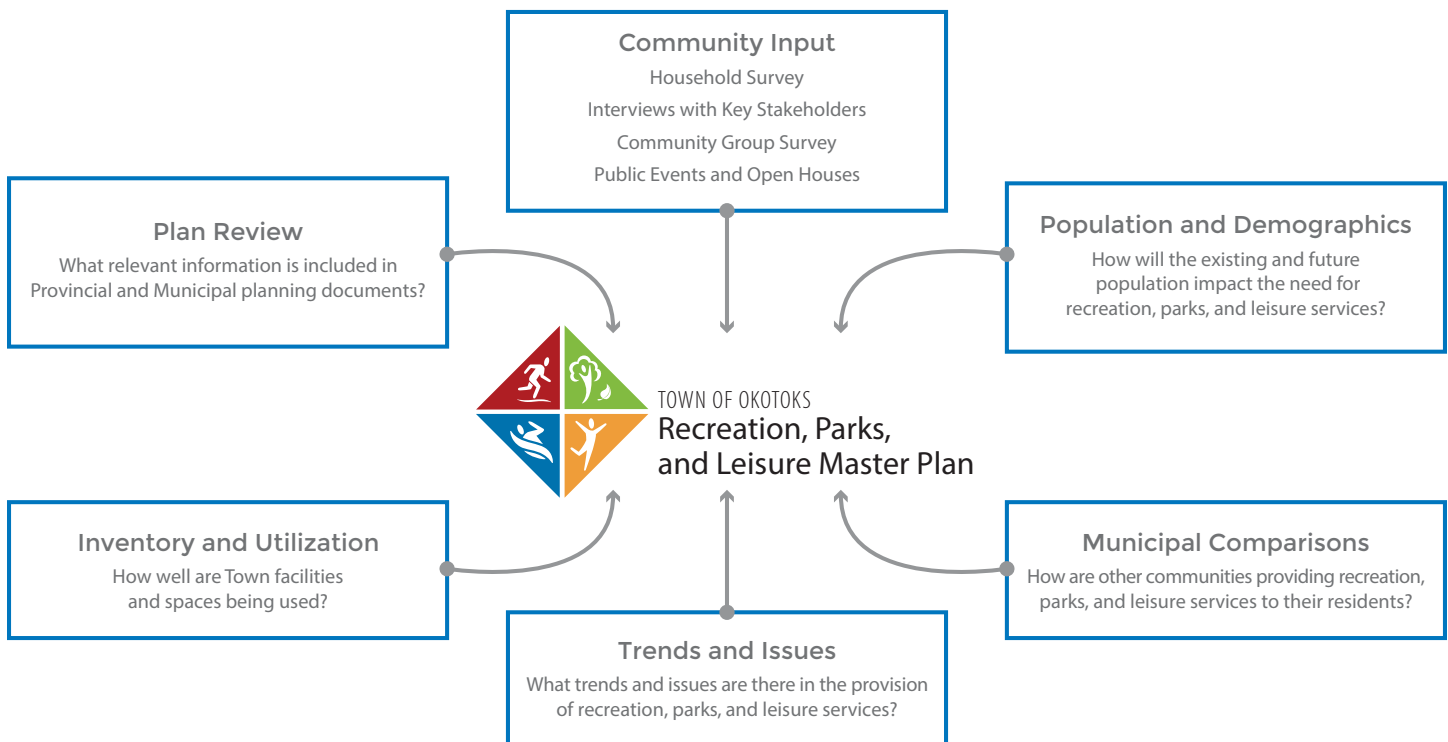


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One

Project Background, Purpose, and Planning Context

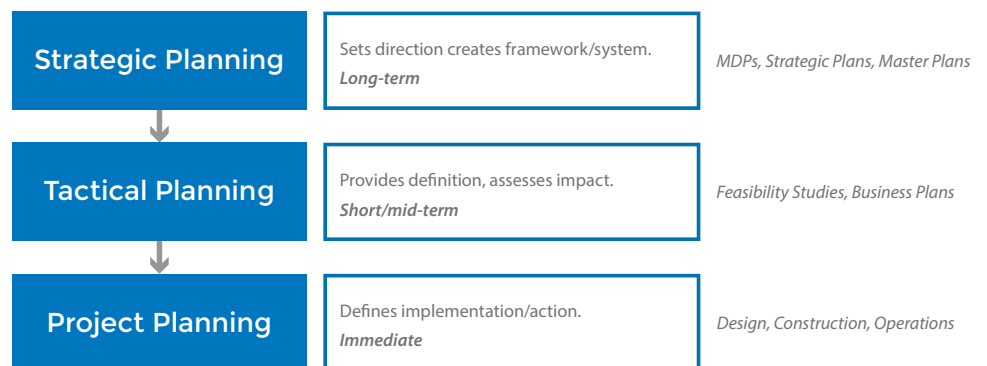
Why was the Recreation, Parks, and Leisure Master Plan developed?

The Town of Okotoks initiated the development of this Recreation, Parks, and Leisure Master Plan in order to set forth a comprehensive, strategic roadmap for the delivery of recreation, parks, and leisure services in the community. The Master Plan is a tool that informs decision making and guides administrative action. It provides a common vision and path forward for all stakeholders without being too prescriptive. As such, it enables creativity and fosters ownership of administrative and front line actions.

During the initiation of the project the following key topic areas were identified as requiring focus and guidance.

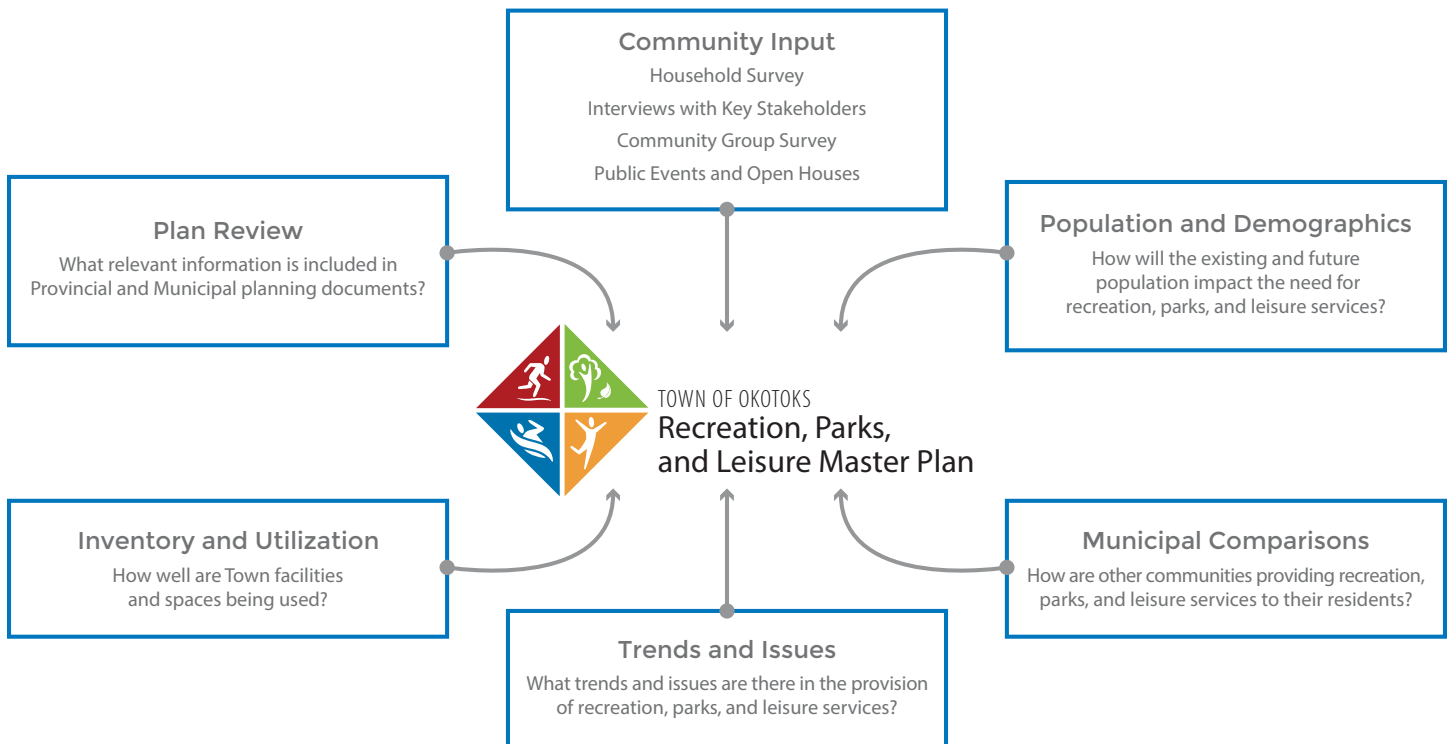
- Circumstances under which new services are added and the associated timing and costs.
- Circumstances related to upgrading and retrofitting existing infrastructure including associated timing and costs.
- Identification of cost impacts related to parks and recreation land acquisition.
- Identification of how partnerships can influence service delivery.
- Identification of new practices to grow services and capacity.
- Update of the current parks and pathways classification system.
- Identification of new parks and recreation infrastructure to accommodate growth.
- Recommendation on a future service delivery model for parks and recreation considering other service providers and affordability.
- Identification of funding strategies for future parks and recreation projects.

The Master Plan provides direction in these key topic areas. It also provides the Town and its partners with tools to revisit and refresh priorities as the community grows and evolves. The Master Plan sits at a strategic level and provides long-term direction by providing frameworks and systems to guide overall provision. Tactical and project specific planning are likely to stem from the Master Plan for specific facility and program initiatives.



How was the Recreation, Parks, and Leisure Master Plan developed?

The development of the Master Plan required extensive research and consultation to ensure that the current situation was understood and to identify future needs of the community. The following graphic illustrates the variety of research and consultation inputs that informed the Master Plan.



While the Master Plan focuses specifically on the provision of recreation, parks, and leisure, it also needs to be cognizant of other strategic planning conducted by the Town. Where possible, the Master Plan has been aligned with overarching Town strategic priorities and planning documents. It is important to understand that the Town will need to balance the priorities for recreation, parks, and leisure outlined in this document with numerous other municipal service needs and requirements.

The Master Plan has also been developed in alignment with the following key provincial and national frameworks and policies. Alignment with this broader thinking positions the Master Plan in collaboration with leading practices and approaches that have been validated by research and accepted at senior government levels.

- A Framework for Recreation in Canada 2015: Pathways to Wellbeing
- The Active Alberta Policy
- Canadian Sport for Life

The development of the Master Plan has been guided by the Culture, Parks, and Recreation Committee. The Committee was involved throughout the project in the interpretation of research, identification of preliminary strategic directions, and review of draft document.

Understanding the Recreation, Parks, and Leisure Master Plan

The structure of the Master Plan can be explained using the following graphic. The Master Plan inputs (understanding of the benefits, research, and consultation) have been used to identify a philosophic foundation for service provision which includes a vision, goals, and desired outcomes. The strategies and planning tools included in the Master Plan have been organized into four strategic focus areas (Delivery System Analysis and Enhancement, Opportunities and Programs, Recreation Infrastructure, Funding Sources and Strategies). Implementation and performance measurement tactics are then provided to help guide execution of the Master Plan.



Master Plan Inputs

- The Benefits of Recreation, Parks, and Leisure (Section 2)
- Summary of Research and Consultation Findings (Section 3)*

* The detailed findings are available in the State of Recreation, Parks, and Leisure Research Report.



A Philosophical Foundation for Service Provision (Section 4)

- Vision
- Goals
- Outcomes



Strategic Focus Areas

1. Delivery System Analysis and Enhancement (Section 5)
2. Opportunities and Programs (Section 6)
3. Recreation Infrastructure (Section 7)
4. Funding Sources and Strategies (Section 8)



Implementation and Performance Measurement (Section 9)

Two

The Benefits of Recreation, Parks, and Leisure Services

Residents of Okotoks place a high value on recreation, parks, and leisure and understand the value of these services to quality of life and community vibrancy. Residents also understand that the provision of these services provides significant and wide-ranging community benefit.

2016 Public Survey Findings

Statement	Strongly Agree	Somewhat Agree	Unsure	Somewhat Disagree	Strongly Disagree
Recreation, parks, and leisure are important to my quality of life.	70%	25%	2%	1%	1%
My local community as a whole benefits from recreation, parks, and leisure programs and services.	74%	20%	4%	1%	1%
Residents can benefit even if they do not use recreation, parks, and leisure services directly.	44%	37%	13%	4%	4%
Recreation, parks, and leisure services bring the community together.	59%	33%	5%	2%	1%
Quality recreation, parks, and leisure programs and facilities can help attract and retain residents.	68%	25%	4%	2%	1%
The municipalities in the area should work together to provide recreation, parks, and leisure opportunities for residents.	71%	23%	4%	1%	1%

Recreation, parks, and leisure services are widely accepted as catalysts for social good. A social good provides benefits to both participants/users of services and to those that do not directly use services. These benefits, or aspects of the social good related to recreation, are commonly organized in eight main benefit areas as illustrated by the accompanying graphic.



Three

The State of Recreation, Parks, and Leisure Summary

Presented in this section is an overview of key findings and themes identified from the research and consultation conducted in 2016. The detailed findings are available in the State of Recreation, Parks, and Leisure Report (found under separate cover).



TOWN OF OKOTOKS
Recreation, Parks,
and Leisure Master Plan

**The State of Recreation, Parks, and Leisure
Research Report**

Final (April 2017)



Key Finding from the State of Recreation, Parks, and Leisure Research Report

Population and Demographics

Identified as follows are key **population and demographics** findings from the State of Recreation, Parks, and Leisure Research Report.

- The median age of residents in Okotoks is younger than provincial and national averages (72% of the population is under 40 years of age). There are also slightly more people per household compared to the provincial average, suggesting a higher proportion of families.
- The Town of Okotoks Growth Study and Financial Assessment (2014) projects a 2073 population of 82,152.
- The current trade area of Okotoks is estimated at 85,000 people (includes Okotoks, High River, Black Diamond, Turner Valley, Vulcan, Nanton, and rural areas).
- South Calgary has experienced rapid growth in recent years both in terms of residents and services. Growth of South Calgary and other regional municipalities will continue to increase Okotoks trading and service area.
- As the community grows, it is expected that the population will continue to diversify in terms of ethnicity, social economics, and other characteristics.

Background Review

Identified as follows are key **background review** findings from the State of Recreation, Parks, and Leisure Research Report.

- Recreation, parks, and leisure is embedded in the Town's municipal planning documents.
- The Okotoks Community Vision 2014 and Community Sustainability Plan (2016 – 2019) are key guiding documents in the delivery of recreation and other "quality of life" services. Both of these documents portray recreation, parks, and leisure services and facilities as key to meeting strategic goals. Other important existing Town planning documents include the Municipal Development Plan, Social Wellness Framework, and Town business plans.
- Okotoks' Business Plan (2014 – 2017) states that the Town will provide recreation and cultural facilities to meet current and future growth needs.
- The Municipal Development Plan shares a vision that all community facilities in Okotoks are architecturally significant landmarks that provide focus for community life, and lend to Okotoks' distinction as being "unique".
- The Town of Okotoks Social Wellness Framework (2010) recommends to develop strategies to reduce the costs of recreation, sport, and culture related programs.
- Provincial and national initiatives such as Active Alberta and A Framework for Recreation in Canada set a strong foundation for municipal planning.
- A number of other municipalities in the region have conducted recent planning in recreation, parks, and leisure areas. Managing growth with finite resources is a challenge experienced by most of these communities.

Key Finding from the State of Recreation, Parks, and Leisure Research Report

Participation Trends and Leading Practices

Identified as follows are key **participation trends and leading practices** findings from the State of Recreation, Parks, and Leisure Research Report.

- Unstructured “spontaneous” activities are increasing in popularity.
- Overall societal physical activity levels remain concerning
 - » Although 94% of Albertans agree that physical activity will keep them healthy, only 59% are considered active enough to gain health benefits.¹
 - » Only 26% of Canadian youth aged 8 to 12 meet or exceed the minimum level recommended for the physical competence domain of physical literacy.²
 - » Only 37% of seniors aged 65 and older meet sufficient physical activity levels.³

Service Provision Trends

Identified as follows are key **service provision trends** findings from the State of Recreation, Parks, and Leisure Research Report.

- Partnerships optimize opportunities in the delivery of recreation, parks, and leisure services.
- The concept of social inclusion (ensuring that all residents feel welcome, included and accepted) has increasingly become an issue that many communities are addressing through recreation, parks, and leisure services.

Volunteerism

Identified as follows are key **volunteerism** findings from the State of Recreation, Parks, and Leisure Research Report.

- The nature of volunteerism is changing; volunteers are looking for more defined roles and motivated by different outcomes than in generations past.
- Designing volunteer positions that consider trends and outcomes has become increasingly key for municipalities and organizations.

Infrastructure Trends and Leading Practices

Identified as follows are key **infrastructure trends and leading practices** findings from the State of Recreation, Parks, and Leisure Research Report.

- Multi-use pathway systems are often seen as being a given with park design as they facilitate a wide range of recreational uses and serve an active transportation function.
- There is a continued preference for multi-use indoor recreation spaces. The inclusion of multiple amenities and components in a single facility helps capitalize on operational efficiencies, attracts a wide spectrum of users, and increases overall convenience for users. The integration of indoor and outdoor spaces (such as occurs at the Okotoks Recreation Centre) also aligns with this trend.
- Social amenities (e.g. comfortable seating areas, WiFi, food and beverage) are increasingly important for users and in-demand.

1 2013 Alberta Survey on Physical Activity

2 ParticipACTION Report Card on Physical Activity for Children and Youth (formerly Active Healthy Kids Canada)

3 2013 Alberta Survey on Physical Activity

Key Finding from the State of Recreation, Parks, and Leisure Research Report

Inventory

Identified as follows is an overview of **recreation, parks, and leisure infrastructure** in Okotoks and surrounding area. Additional detail (including mapping) can be found on pages 31 – 35 of the State of Recreation, Parks, and Leisure Research Report.

- The Okotoks Recreation Centre contains two ice arena facilities (three sheets with an additional sheeting currently under construction), a six-sheet curling rink, an aquatic centre, a fitness centre, a gymnasium, a youth centre, and various multi-purpose and meeting spaces.
- The Crescent Point Regional Field House is a jointly owned with the MD of Foothills and is currently operated by Nustadia. The facility includes indoor field and multi-purpose hardcourt spaces, a walking/running track, program rooms, and a fitness centre.
- Okotoks has 85 km of pathways, 2km of nature/interpretive trails (of which 1km doubles as a single track for multi-use trail), 170 ha of public parks and open spaces, and 325 ha of natural area (including the river valley).
- The broader region also provides a number of recreation facilities which includes the Scott Seaman Sports Rink, Dr. Lander Memorial Swimming Pool, Bob Snodgrass Recreation Complex, and the Cargill Field House. Numerous facilities are amenities are also available in south Calgary.
- Identified in the adjacent charts is a summary of recreation, parks, and leisure infrastructure in Okotoks and the immediately surrounding area.

Indoor Amenities

Amenity Type	Town Operated	Town Supported or Partner Operated (including leased spaces)	Total
Aquatics Facilities	1	0	1
Curling Rinks (Facilities)	0	1	1
Curling Rinks (Sheets)	0	6	6
Fitness Centres	0	2 ^A	2
Gymnasiums	1	1 ^B	2
Ice Arenas (Facilities)	2	0	2
Ice Arenas (Sheets)	4 ^C	0	4
Indoor Turf Fields	0	3	3
Walking/Running Tracks	1	1	2
Youth Centres	1	0	1
Social Gathering/Banquet Facilities	0	1	1

A Fitness centre at the Recreation Centre is leased to a private operator. The fitness centre at the Crescent Point Regional Field House is also operated through a lease agreement.

B School gymnasiums are available for community use during certain hours (e.g. weekdays after 5:30 p.m.).

C Includes the ice sheet currently under construction at the Pason Centennial Centre.

Outdoor Amenities

Amenity Type	Town Operated	Town Supported or Partner Operated (including leased spaces)	Total
Ball Diamonds ^D	14	1 ^E	15
BMX Tracks	0	1 ^F	1
Community Gardens (Locations)	1	0	1
Off Leash Dog Parks	1	0	1
Outdoor Fitness Equipment (Locations)	3	0	3
Outdoor Rinks	8	0	8
Outdoor Tracks (Asphalt)	1	0	1
Performance Stadium (Baseball)	0	1	1
Pickleball Courts	2	0	2
Playgrounds	49	0	49
Community Parks	99	0	99
Rectangular Fields ^D	18 ^G	0	18
Skateboard Park	1	0	1
Sport Courts	1	0	1
Tennis Courts	5	0	5
Toboggan Hills	6	0	6
Water Spray Parks	1	0	1

D Includes ball diamonds and sport fields located on joint-use school sites.

E Tourmaline Field.

F BMX facility maintained by a user group organization.

G Includes two (2) football/rugby pitches.

Key Finding from the State of Recreation, Parks, and Leisure Research Report

Service Delivery

Identified as follows are key **service delivery** findings from the State of Recreation, Parks, and Leisure Research Report.

- The Town offers direct programming to its residents.
- The Town provides infrastructure for programs facilitated by community groups.
- Financial assistance programs are offered by the Town to reduce cost as a barrier for low income residents.
- The walking tracks at Pason Centennial Arena and Crescent Point Field House are free to use and available for drop-in use during most operational hours.
- Partnerships are important in the delivery of recreation and leisure services; the Town currently partners with the MD of Foothills for the operations of Crescent Point Regional Field House.
- The Town also engages in numerous community partnerships to deliver programs and provide access to recreation facilities (e.g. Active 8 initiative).

Benchmarking*

Identified as follows are key **benchmarking** findings from the State of Recreation, Parks, and Leisure Research Report.

- * Infrastructure provision in Okotoks was compared to five other Alberta municipalities (e.g. Airdrie, Camrose, Leduc, Red Deer, St. Albert, and Strathcona County). The State of Recreation, Parks and Leisure Research Report details overall provision (total # of facilities/amenities) as well as provision ratios (# of residents per unit of provision).
- The Town's provision ratio for aquatic centres, ice sheets⁴, and curling sheets are on par with the benchmarking municipalities.
- Three of the six municipalities have disc golf course while Okotoks does not.
- Regarding provision ratios, Okotoks provide slightly less ball diamonds, rectangular fields, and tennis courts compared to the benchmarking municipalities.
- Okotoks provides the following facilities at a better rate (considering provision ratios) than the benchmarked municipalities: fitness centres, gymnasium facilities, indoor turf fields, and indoor walking/running tracks.

4 The benchmarking of indoor ice sheets did not take into account the additional ice sheet currently under construction at the Pason Centennial Centre. Only currently operating sheets were included for accuracy purposes as some other "comparable" communities are also at various stages of new arena development, enhancement or decommissioning.

Utilization

Identified as follows are key **utilization** findings from the State of Recreation, Parks, and Leisure Research Report.

- The Aquatic Centre experienced 82% utilization for each lane in 2015 (15 minute increments).
- Prime Time ice utilization was 96% in the 2015 – 2016 ice season.
- The gymnasium at the Recreation Centre was booked 63% of the time during the 2015 – 2016 school year.
- The Okotoks Curling Club has 571 members and 54 junior members
- Town diamonds experienced a Prime Time utilization of 28% in 2015; school diamonds experienced 11%.
- Town rectangular fields experienced a Prime Time utilization of 7% in 2015; school fields experienced 10%.
- Prime time (evenings and weekends) utilization of the indoor fields at the Crescent Point Region Field House ranges from 74% – 85% during the high use months of January, February, and March. Prime time utilization from October to January ranges from 50% – 59%.

** 2016 data*

Consultation

Identified as follows are key **consultation** findings from the State of Recreation, Parks, and Leisure Research Report.

- Admission fees into facilities was the largest participation barrier resulting from the Household Survey (38%).
- Physical health/exercise was the top motivation for recreation, parks, and leisure participation in the Household Survey (91%).
- Ninety-four percent (94%) of Household Survey respondents believe that the municipalities in the area should work together to provide recreation, parks, and leisure opportunities for residents.
- The most desired indoor space is leisure pools (56%) while the top outdoor space is walking/cycling pathways (45%).
- In the Community Group Survey, 28% of groups indicated that current facilities and spaces in the town completely meet the needs of their group; 55% selected "somewhat" and 17% indicated that the spaces do not meet their group's needs.
- There is a need for more facilities and spaces as the population grows; this was a recurring comment from the Stakeholder Interviews.

Preliminary Community Infrastructure Priorities

A preliminary ranking of facility and amenity types was conducted. It is important to note that this ranking is preliminary based solely on the research and consultation findings and does not consider a number of other important factors (i.e. capital and operating costs, alignment with other strategic priorities, the nature of existing provision, potential partnerships, etc.). Further exploration and ranking of potential projects is outlined in later sections of the Master Plan (see pages 36 and 37).

Preliminary Indoor Infrastructure Priorities

Household Survey: two check (✓) marks if top five household priority; 1 check (✓) for priorities six to ten.

Community Group Questionnaire: 1 check (✓) if top ten priority.

Stakeholder Interviews: 1 check (✓) if identified by multiple stakeholders as requiring enhancement or new development.

Existing Provision: 1 check (✓) if not currently provided.

Trends/Leading Practices: 1 check (✓) if identified as aligning with a trend/leading practice in recreation, parks, and leisure provision.

Community Priority ^A	Indoor Amenity	Household Survey	Community Group Questionnaire	Stakeholder Interviews	Existing Provision within the Town	Trends/Leading Practices
1	Climbing gyms	✓ ✓	✓	✓	✓	✓
2	Indoor child playgrounds ^B	✓ ✓	✓	✓		✓
2	Leisure swimming pools	✓ ✓		✓	✓	✓
3	Leisure ice surfaces (non-hockey, non-boarded ice surface) ^C	✓		✓	✓	✓
3	25m swimming tanks	✓ ✓	✓	✓		
4	Gymnasium type spaces		✓	✓		✓
4	Fitness/wellness facilities*	✓	✓			✓
4	Ice arena facilities	✓	✓	✓		
4	Court sport spaces	✓	✓			✓
4	Walking/running tracks	✓ ✓				✓
5	Indoor field facilities (regulation size boarded ice surface)		✓			✓
5	Community hall/banquet facilities		✓	✓		
6	Classroom/meeting spaces		✓			
6	Gymnastics spaces/parkour rooms*					✓
6	Youth centres					✓
6	Dance/program/martial arts rooms					✓
6	Seniors centres	✓				
7	Curling rinks					

A The Community Priority ranking shown reflects the number of check marks each amenity type receives.

B Available to the public through private sector operators.

C Under development but not currently available.



Preliminary Outdoor Infrastructure Priorities

Household Survey: two check (✓) marks if top five household priority; 1 check (✓) for priorities six to ten.

Community Group Questionnaire: 1 check (✓) if top ten priority.

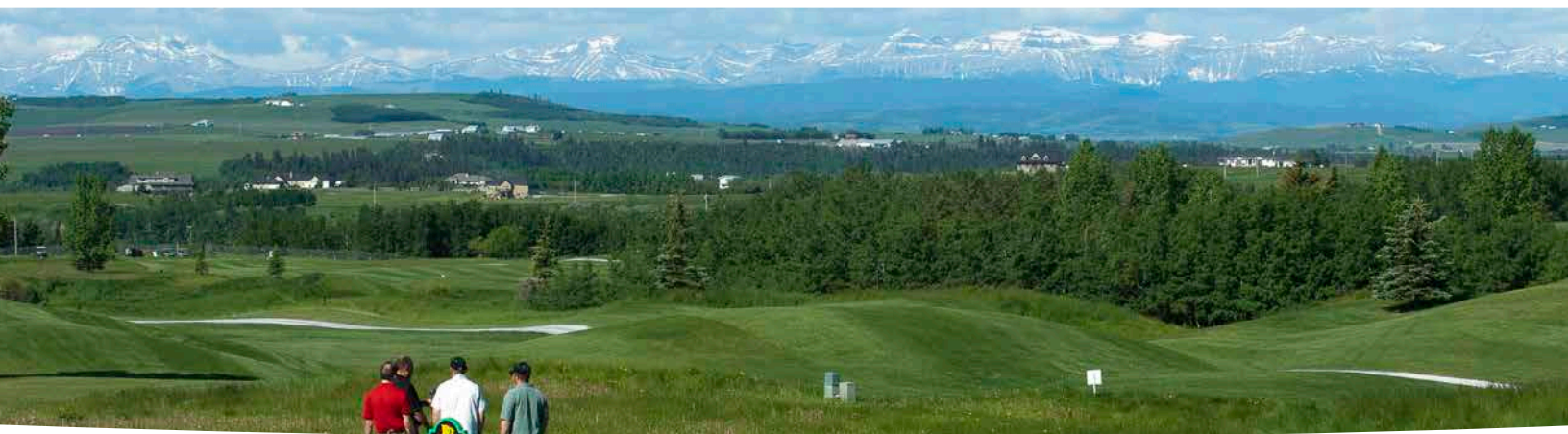
Stakeholder Interviews: 1 check (✓) if identified by multiple stakeholders as requiring enhancement or new development.

Existing Provision: 1 check (✓) if not currently provided.

Trends/Leading Practices: 1 check (✓) if identified as aligning with a trend/leading practice in recreation, parks, and leisure provision.

Community Priority ^A	Outdoor Amenity	Household Survey	Community Group Questionnaire	Stakeholder Interviews	Existing Provision within the Town	Trends/Leading Practices
1	Nature/interpretive trails	✓ ✓	✓	✓		✓
2	Mountain bike trails	✓ ✓		✓		✓
2	Outdoor pools	✓ ✓			✓	✓
2	Walking/cycling pathway system	✓ ✓		✓		✓
3	Pickleball courts		✓	✓		✓
3	Water spray parks	✓	✓			✓
3	Day use areas (with BBQs)	✓ ✓				✓
4	Skateboard parks			✓		✓
4	Playgrounds		✓			✓
4	Community gardens			✓		✓
4	Toboggan hills		✓			✓
4	Campgrounds	✓	✓			
4	Event spaces (e.g. amphitheatres)	✓				✓
4	Open spaces (e.g. parks, greenspace)	✓				✓
4	Dog off leash areas	✓				✓
5	Speed skating ovals				✓	
5	Sports fields (e.g. soccer, football)		✓			
5	Outdoor fitness equipment		✓			
5	Hard courts (e.g. basketball)					✓
5	Bike skills park					✓
5	Tennis courts		✓			
5	Outdoor boarded skating rinks		✓			
5	Beach volleyball courts				✓	
6	Track and field spaces					
6	Ball diamonds					

A The Community Priority ranking shown reflects the number of check marks each amenity type receives.



Four

A Philosophical Foundation for Service Provision

The Town of Okotoks invests in recreation, parks, and leisure services in order to maximize resident quality of life, attract residents and visitors, and create vibrancy. The Town has demonstrated a clear understanding of the benefits of its investment which is articulated in a number of overarching strategic plans and policy documents. One such example is the Okotoks Community Visioning 2014. This exercise engaged residents in a planning process to define a clear vision for what the Town will look like, and how the Town will get there. Through this process the following Community Vision was developed:

The Town of Okotoks is resilient, where people, businesses, ideas and sense of community thrive. Grounded by the Sheep River valley and supported by thoughtful planning and design, a strong local economy and a vibrant civic culture, Okotoks offers exceptional quality of life at every stage of life. Respect for each other and the natural environment makes Okotoks home.

Based on the vision, a series of six guiding Principles were also developed. The following principle, “Active Living”, specifically speaks to the benefits and importance of recreation, parks, and leisure.

Active Living Principle: *Residents enjoy an active lifestyle that nurtures community well-being. Health and wellness facilities support the needs of residents at every stage of life. Opportunities for sport and play are accessible in high-quality recreation facilities, multi-use civic buildings and a complete parks and open space network. These public spaces strengthen the bond between residents, and to the places they share.*

While the Okotoks Community Visioning 2014 embeds the values of recreation, parks, and leisure at an overarching strategic level, the Master Plan presents the opportunity to further create a specific foundation to guide the delivery of these services and opportunities. Presented in this section is a Vision, Goals, and Outcomes specific to the delivery of municipal recreation, parks, and leisure services. The intent of each foundational area is explained by the following graphic.

VISION for Recreation, Parks and Leisure in Okotoks.

What does the future look like?

GOALS for Recreation, Parks and Leisure in Okotoks.

What objectives do we want to achieve in the future?

OUTCOMES Resulting from an Investment in Recreation, Parks and Leisure Services in Okotoks.

What outcomes are we targeting as a result of our investment in recreation, parks, and leisure services?

The Vision, Goals, and Outcomes presented in this section have also been developed in alignment with A Framework for Recreation in Canada 2015: Pathways to Wellbeing¹. This document outlines a foundational approach for service delivery on a national, provincial, and local level. Working towards similar objectives and outcomes aligns service delivery in Okotoks with accepted, broader thinking and leading practices. By identify a foundational basis for service delivery; the Town will also be able to further articulate the reasoning for its ongoing investment in recreation, parks, and leisure and the results it is working to achieve.

A Vision, Goals, and Outcomes for Recreation, Parks, and Leisure in Okotoks

A Vision for Recreation, Parks, and Leisure in Okotoks

Residents and visitors are engaged in meaningful, accessible recreation, parks, and leisure activities.

Goals for Recreation, Parks, and Leisure in Okotoks

1. Recreation, parks, and leisure services foster the health and wellbeing of citizens.
2. Recreation, parks, and leisure services are a vehicle to build community wellness, spirit, and culture
3. Recreation, parks, and leisure services are provided in healthy indoor and outdoor environments.

Outcomes Resulting from an Investment in Recreation, Parks, and Leisure Services in Okotoks

Wellbeing of All Citizens.

1. Citizens Have a Basic Level of Physical Literacy, Fitness, and Wellbeing; all ages and abilities have basic skills in a variety of leisure pursuits.
2. Advanced Level Skill Development is Available for Some Pursuits; through partnerships opportunities exist to compete and excel in leisure pursuits.

Community Health and Wellness.

3. Citizens are proud of their community; it's facilities and spaces, the events and opportunities it offers, and it's level of volunteerism
4. Recreation, parks, and leisure opportunities are accessible and welcoming; connecting and including individuals and families and attracting and retaining residents

Healthy Indoor and Outdoor Environments.

5. Citizens have access to, appreciate and understand the nature; parks and open space provide a medium for residents and visitors to connect with nature
6. Indoor and outdoor facilities and spaces are financially and environmentally sustainable, well maintained, reinvested in at appropriate levels, and operated in a focused and responsible manner

The following strategic focus areas and strategies have been identified through research and public input and are intended to further the Vision, Goals, and Outcomes presented. For each strategy, alignment with Active Alberta, the National Recreation Framework, and the values outlined in the 2014 Okotoks Community Visioning Process are shown.

¹ lin.ca/national-recreation-framework

Five

Strategic Focus Area # 1: Delivery System Analysis and Enhancement

The Town currently provides recreation, parks, and leisure opportunities through a combination of direct delivery (municipally managed and provided services) and in-direct delivery (partnerships and support mechanisms). Utilizing a variety of provision methods has allowed the Town to leverage available resources and involve various sectors of the community (and broader region) in the provision of services.

Directly Provided Services

- Aquatics centre operations and public access
- Arena operations and public access
- Parks, trails, and outdoor space management
- Direct programming

Inter-Municipal Partnerships

- Crescent Point Field House capital and operating contributions

Community Partnerships

- Provision of space at Town facilities to community organizations for programming (e.g. aquatics centre, curling facility, tennis courts, arenas, multi-purpose rooms).
- Joint-use agreement with schools
- Trail and outdoor space development (e.g. BMX track and community trails)
- Community events
- Grants and other forms of financial support

Private Sector Partnerships

- Fitness centre lease at the Okotoks Recreation Centre
- Seaman Stadium

Continued growth and evolution of the community will bring forth increased demands for services and the need to make decisions on the most appropriate methods to provide these opportunities. These decisions will need to be informed and based on a number of factors which include the availability of human and financial resources, stakeholder engagement, alignment with the strategic outcomes, and appropriateness of delivery.

Outlined in this section are strategies related to the following areas of the delivery system:

- Governance, decision making, and operations
- Partnerships
- Community dialogue and the needs assessment cycle

In some instances the strategies presented are intended to re-align certain aspects of how recreation, parks, and leisure opportunities are provided. However in other instances the strategies outlined are simply reflected to further embed current practices that are already used by the Town.

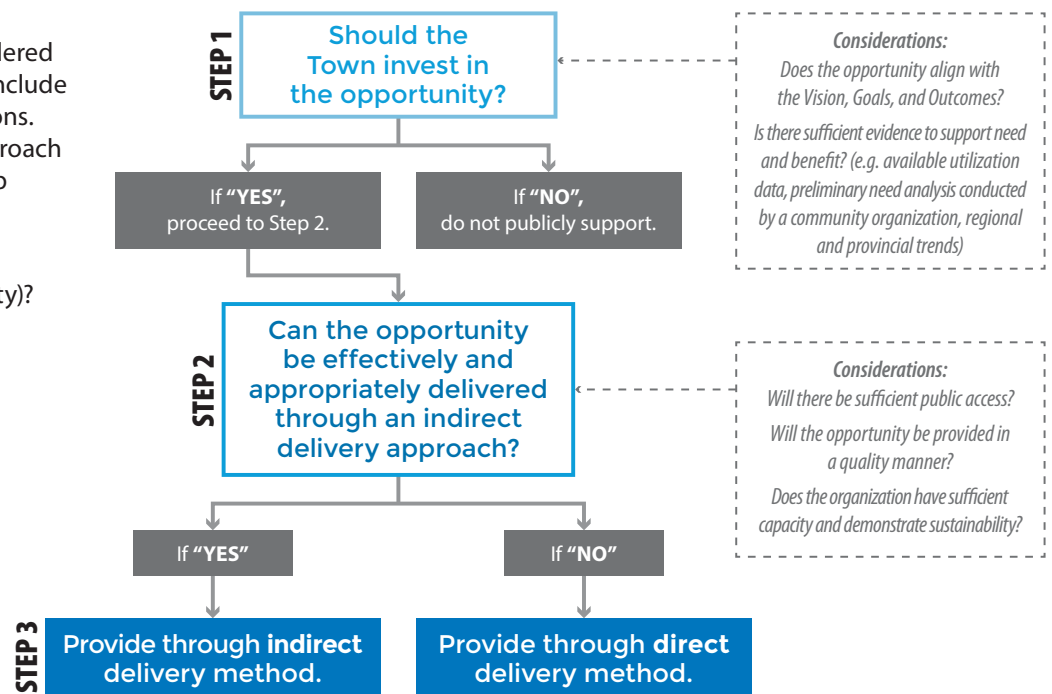
Governance, Decision Making, and Operations

Strategy #1: The Town should continue to utilize a spectrum of delivery approaches in the provision of recreation, parks, and leisure opportunities.

Both approaches should be considered across all areas of delivery which include programming and facility operations. The adjacent Service Delivery Approach Model has been developed to help determine if:

- a. The Town should invest in the opportunity (program or facility)?
 - i. If yes, what is the most appropriate and effective delivery approach?

An example scenario of how to utilize the Model is provided in the appendices.



Benefits of Implementing the Recommended Strategy

- Leverages and makes maximum use of available resources.
- Puts in place a decision making framework to determine the best approaches to providing opportunities.
- Partnerships and in-direct provision reduce risk to the Town.
- Leverages the knowledge and expertise of community organizations.

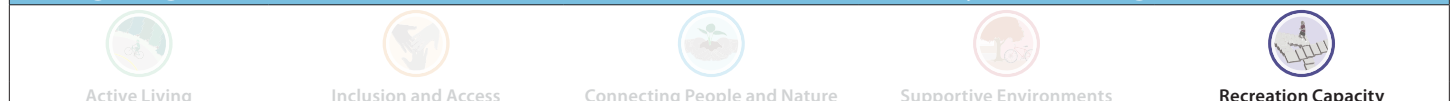
Pertinent Research

- The Town currently provides recreation, parks, and leisure opportunities using a variety of approaches.
- 78% of households are satisfied with current indoor recreation facilities, programs, and opportunities.
- 89% of households are satisfied with current outdoor opportunities (parks, trails, open spaces, programs).

Strategic Alignment with Active Alberta



Strategic Alignment with the Framework for Recreation in Canada 2015: Pathways to Wellbeing



Strategic Alignment with the Values of the Okotoks Community Visioning 2014



Strategy #2: The Town should set specific and measurable targets for Town provided recreation, parks, and leisure infrastructure and programs.

Target setting will help the Town establish benchmarks from which success or gaps can be measured over time. Establishing clear targets can also help inform future decision making as to whether the Town should operate a program or facility directly, seek alternative forms of delivery (e.g. partnerships, cost-sharing), or not offer at all.

Specific to **infrastructure**, it is recommended that the following targets be set:

- Cost recovery targets (% net of revenues over expenses)
- Utilization targets (e.g. visits, rentals, program registrations)

Specific to **programming**, it is recommended that the following targets be set:

- Cost recovery (% net of revenues over expenses)
- Participation targets (# of registrations)

In some instances, cost recovery for an amenity type or program may be non-existent and completely justifiable based on a variety of factors which include overall community benefit, inability of users to pay, and the nature of the facility or program (e.g. parks, trails, and open space). The setting of targets is not intended to diminish the importance of infrastructure and programs that do not produce revenue or have easily measurable utilization metrics. No and low cost opportunities remain vitally important to the delivery of recreation, parks, and leisure opportunities. The setting of targets is simply intended to ensure that decision making can be informed and identify the most appropriate delivery mechanisms.

Benefits of Implementing the Recommended Strategy

- Helps create measurable benchmarks to assess trends and demand.
- Builds increased performance measurement into the provision of recreation, parks, and leisure opportunities.
- Provides data that can be used when making decisions on how to best provide services.

Pertinent Research

- Trends and best practices support the need for target setting and data collection.
- While utilization and satisfaction is high, room exists for continued improvement.

Strategic Alignment with Active Alberta

					
Active Albertans	Active Communities	Active Outdoors	Active Engagement	Active Coordinated System	Active Excellence

Strategic Alignment with the Framework for Recreation in Canada 2015: Pathways to Wellbeing

				
Active Living	Inclusion and Access	Connecting People and Nature	Supportive Environments	Recreation Capacity

Strategic Alignment with the Values of the Okotoks Community Visioning 2014

Caring	Complete	Connected	Active, Inclusive + Diverse	Green	Resilient
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Strategy #3: The Town should develop a systematic process for gathering regular and ongoing feedback from a representative group of the community who are mandated with an advisory and advocacy role. Specifically, this representative group will provide a community lens from a recreation, parks, leisure perspective.

Currently, this function is achieved through the Culture, Parks and Recreation Committee. Key areas in which this representative group should continue to be utilized in the future include:

- Implementation of key strategic planning documents (e.g. Master Plan) and other initiatives related to recreation, parks, and leisure.
- The Committee should be aware of, and advocate implementation of, the strategies and planning tools contained in this document.
- Providing recreation, parks, leisure perspective to Council as required on major initiatives and potential projects.
- Consolidating and articulating feedback from community organizations and stakeholders to Council as required for major initiatives and potential projects.
- Overall advocacy of recreation, parks, and leisure in the community

Benefits of Implementing the Recommended Strategy

- Sustains a valuable community resource.
- Leverages the community knowledge and expertise of recreation, parks and leisure enthusiasts.
- Sustains an important communication mechanism between the Town and community.

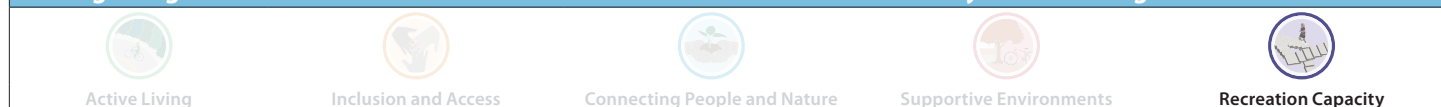
Pertinent Research

- Collaborations within the delivery of recreation, parks, and leisure opportunities are an identified trend and leading practice.

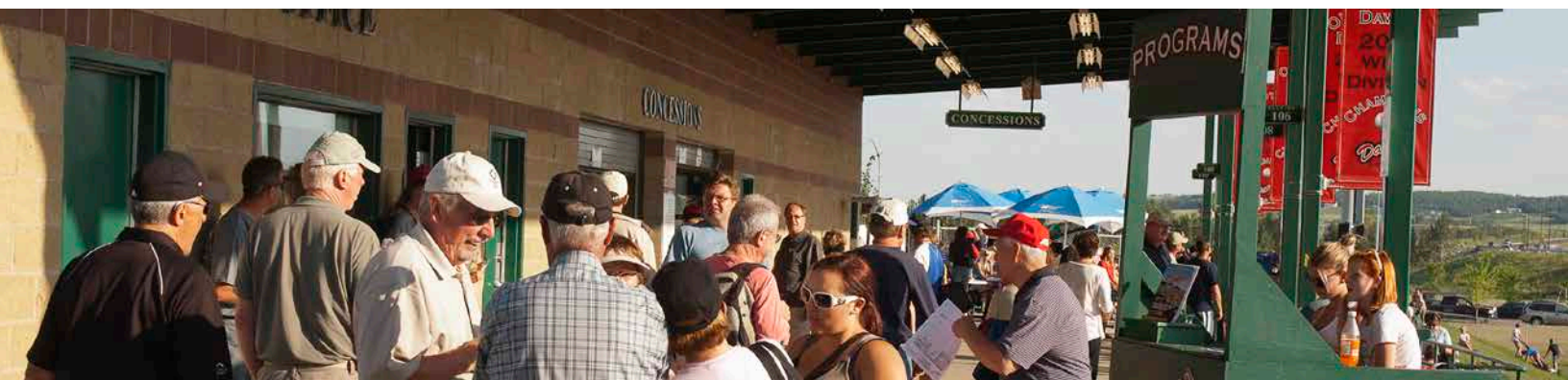
Strategic Alignment with Active Alberta



Strategic Alignment with the Framework for Recreation in Canada 2015: Pathways to Wellbeing

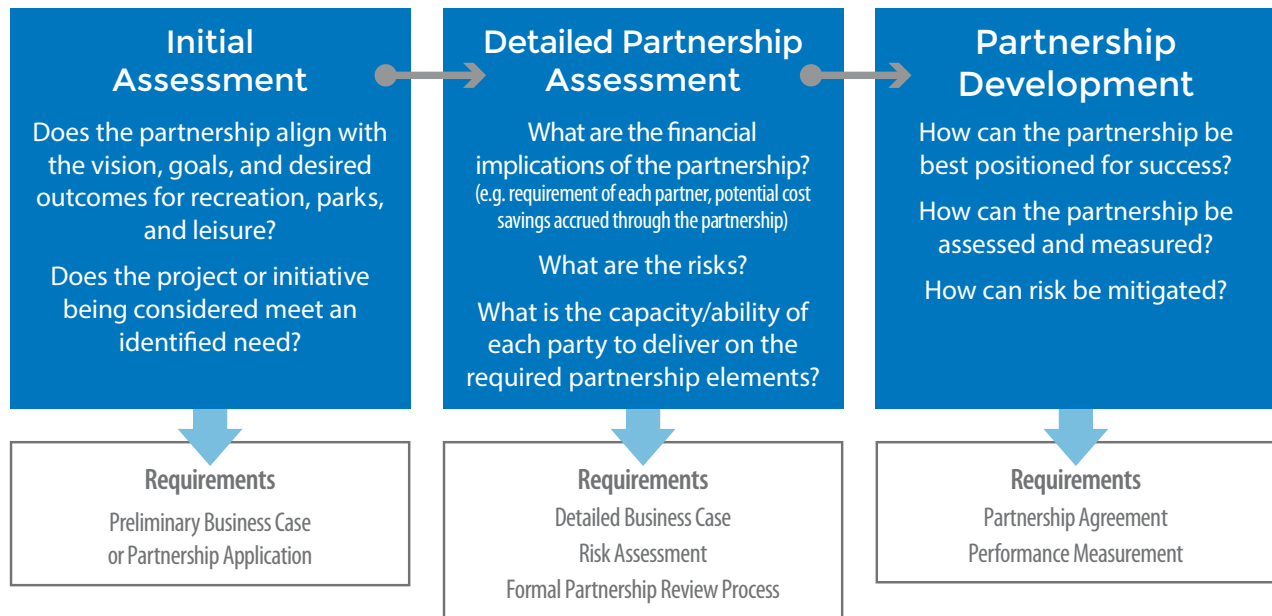


Strategic Alignment with the Values of the Okotoks Community Visioning 2014



Partnerships

Strategy #4: The Partnership Assessment Framework (presented herein) should be used by the Town when evaluating potential partnerships.



The Town has successfully utilized a number of partnerships with public and private sector entities in the community to provide recreation, sport and leisure infrastructure and opportunities. Seamans Stadium, the Okotoks Lions Campground, and the leased fitness centre operations at the Okotoks Recreation Centre reflect how the Town has engaged in various forms of partnerships. The Town has also worked in a collaborative and mutually beneficial nature with local school districts. In 2003, a Joint Use Agreement was created between the Town and the Foothills School Division and the Redeemer Catholic School Division. This agreement has helped increase recreational opportunities for the entire community.

As the community grows, it is highly likely that new partnership opportunities will be brought forward for decision by Town Council and administration. The Town will also need to decide on the most appropriate methods and partnership structures to provide recreation, parks and leisure opportunities. The Partnership Assessment Framework outlined will help ensure that this decision making is informed, transparent, and aligned with community need. The Framework will also assist with determining the appropriateness and effectiveness of partnership types (e.g. public vs private operations, partner responsibilities) and can help ensure the limited resources (including land) are most efficiently utilized.

The Town may also wish to further develop guidelines and requirements pertaining to partnerships by formalizing a Partnership Policy. This policy could be specific to recreation, parks, and leisure or could encompass multiple areas of municipal service provision.

Strategy #4 (Continued)



Benefits of Implementing the Recommended Strategy

- Ensures that partnership decisions are informed and provide maximum community benefit.
- Best positions the Town and prospective partner for success.
- Aligns future projects and investment with the most appropriate methods of delivery.



Pertinent Research

- Stakeholder and group engagement reflected the importance of partnerships in the delivery of recreation, parks, and leisure opportunities.
- Best practices in partnership formation and evaluation support the need for a clear and transparent decision making process.
- Minimal propensity exists for increased taxes and user fees to enhance recreation, parks, and leisure opportunities (only 14% of households support an increase in users fees and 15% support an increase in taxes to enhance services). As such, leveraging partnerships will be key in the future.

Strategic Alignment with Active Alberta

					
Active Albertans	Active Communities	Active Outdoors	Active Engagement	Active Coordinated System	Active Excellence

Strategic Alignment with the Framework for Recreation in Canada 2015: Pathways to Wellbeing

				
Active Living	Inclusion and Access	Connecting People and Nature	Supportive Environments	Recreation Capacity

Strategic Alignment with the Values of the Okotoks Community Visioning 2014

Caring	Complete	Connected	Active, Inclusive + Diverse	Green	Resilient
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Strategy #5: The Town should continue to support community organizations with a focus on the following key areas:

- **Organization capacity building**
- **Sustainability planning**
- **Event hosting (e.g. competitions and tournament, “Sport Tourism”)**

Community organizations are critical delivery agents in the provision of recreation, parks, and leisure opportunities in Okotoks. Without a healthy and diverse array of community organizations, opportunities for residents would be reduced as the Town does not have the capacity to directly deliver all programs and events currently provided in Okotoks. The Town partners and support an array of community organizations by providing space and in some cases monetary and human resources.

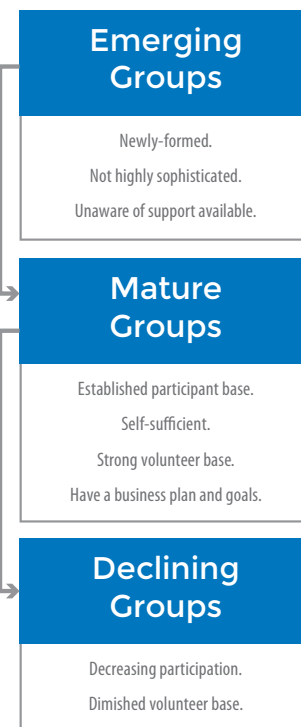
While the consultation findings revealed that in general Okotoks benefits from strong community organization capacity and engagement, continued attention and investment will be required. This will need to occur for both new and long-standing organizations. It is recommended that the Town engage with community organizations at key points in their evolution to determine their current capacity and resources that are required to maximize the positive impact of these organizations.

However the level of investment and attention given to organizations cannot realistically be equitable. Particular focus and attention should be given to those organizations that align with the outcomes presented in the Master Plan and which ultimately provide the greatest public benefit. Organizations which use Town facilities (or those for that the Town has a vested interest in) should also be prioritized. Specific tactics that should be explored by the Town in developing organizational capacity and ensuring sustainability planning occurs include:

- Facilitation of strategic planning workshops
- Offering training opportunities on topics such as grant writing, volunteer recruitment, coaching/instruction, etc.
- Encouraging collaboration and “idea-sharing” between groups

The Town has also had past success hosting numerous events. Continued support to groups will help ensure that required volunteer resources and enthusiasm exist to successfully attract and host future events.

Group Evolution Cycle



Benefits of Implementing the Recommended Strategy

- Builds increased community group capacity.
- Sustains community organizations as key agents of program and event delivery.

Pertinent Research

- The current delivery of recreation, parks, and leisure opportunities relies heavily on community organizations.
- Trends and best practices support the continued use of community organizations as a key delivery agent.
- Residents and stakeholders identified a number of areas for which they'd like to see enhanced programming opportunities; meeting these needs will require increased organizational capacity to be built among existing and emerging groups.

Strategic Alignment with Active Alberta



Strategic Alignment with the Framework for Recreation in Canada 2015: Pathways to Wellbeing



Strategic Alignment with the Values of the Okotoks Community Visioning 2014



Strategy #6: The Town should increase its efforts to foster volunteerism in Okotoks.

Okotoks is well known for the quality of events held in the community. These events foster community spirit and pride as well as animate and create vibrancy in parks and public spaces. Volunteers also play a key role in program delivery as coaches/instructors, managers and board members for numerous community organizations.

The Okotoks Volunteer Resource Centre is a valuable “hub” which has established resources, recognition programs, and a job board. The Town should continue supporting the Centre to enhance volunteer capacity in the community.

Benefits of Implementing the Recommended Strategy

- Enhances volunteer capacity in the community.
- Expands the volunteer base available to community groups.
- Better positions the Town should it pursue major events in the future.



Pertinent Research

- The nature of volunteerism is evolving. The “new volunteer” is looking for more defined roles and motivated by different factors.
- Volunteerism was identified a strength by some stakeholders and group representatives and a challenge by others.

Strategic Alignment with Active Alberta

					
Active Albertans	Active Communities	Active Outdoors	Active Engagement	Active Coordinated System	Active Excellence

Strategic Alignment with the Framework for Recreation in Canada 2015: Pathways to Wellbeing

				
Active Living	Inclusion and Access	Connecting People and Nature	Supportive Environments	Recreation Capacity

Strategic Alignment with the Values of the Okotoks Community Visioning 2014

Caring	Complete	Connected	Active, Inclusive + Diverse	Green	Resilient
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Community Dialogue

Strategy #7: The Town should develop and implement an ongoing community input process for recreation, parks, and leisure service delivery.

The ongoing process should seek to capture regular feedback from residents, user groups, community organizations, and other recreation stakeholders in order to continually improve services and track local trends. The implementation of this process will also increase dialogue and engagement, resulting in enhanced overall collaboration and information sharing.

This engagement should be planned and executed as part of the Town's overall engagement strategy. Where possible, opportunities to leverage existing engagement mechanisms should be identified in order to reduce the risk of public and stakeholder engagement fatigue and most effectively use available resources.

Identified as follows are tactics and mechanisms that could be used independently (related to recreation, parks, and leisure) or ideally as part of existing Town engagement initiatives.

- Regular facility user satisfaction surveys (e.g. twice annually at schedule seasonal intervals)¹
- Annual community organization questionnaires (to gather qualitative feedback and quantitative user data)
- Annual meetings with community organizations outside of regular scheduling and allocation meetings (e.g. to provide training opportunities, demonstrate appreciation, strengthen relationships and collaborations, gather feedback)
- Ongoing resident recreation surveys (e.g. every 3 – 5 years)

Benefits of Implementing the Recommended Strategy

- Ensures that ongoing and project based decision making has sufficient community input.
- Provides data that can be used in program design, facility planning, and other key aspects of provision.

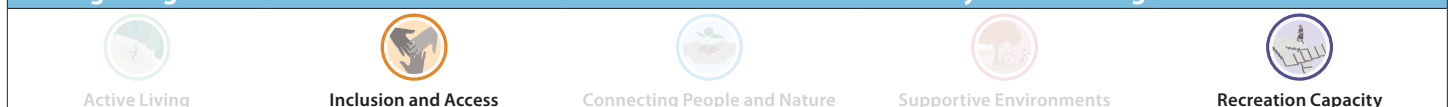
Pertinent Research

- Previous planning conducted by the Town has successfully engaged residents and experienced strong response.
- Trends and best practices support ongoing engagement and the use of data in decision making related to programming and facility operations.

Strategic Alignment with Active Alberta



Strategic Alignment with the Framework for Recreation in Canada 2015: Pathways to Wellbeing



Strategic Alignment with the Values of the Okotoks Community Visioning 2014



¹ Or gathered at the point of purchase using new registration software capability.

Six

Strategic Focus Area #2: Opportunities and Programs

The following section outlines focus areas specific to recreation, parks, and leisure programming opportunities. Also included in this section are suggested enhancements to promotions and marketing that can encourage participation and overall community engagement in recreation, parks, and leisure activities.



Reducing Barriers to Participation

Strategy #8: The Town should sustain and enhance existing financial support programs and identify opportunities to expand awareness of these, and similar programs, available to residents.

The Town of Okotoks currently offers a Recreation Fee Assistance Program that provides a subsidy of up to 80% of the cost of an eligible program to a maximum of \$150 per year. Over the past 10 years (2007 to 2016) the Town has continued to significantly increase its contribution to the Recreation Fee Assistance Program. In 2007, the Town authorized \$2,932 of subsidy support to 63 program applicants. In 2016, the Town authorized \$31,127 of subsidy support to 228 program applicants. Approximately 35% of the authorized amount (\$10,822) was activated (used by applicants) in 2016. The program is available to qualified children (ages 6 to 18), adults, and seniors living in Okotoks, Turner Valley, Black Diamond, or the MD of Foothills. Eligibility for the program is based on provincial low income guidelines.

The Town should continue to place a priority on creating awareness of this program in its outreach, promotions, and marketing activities. Opportunities to expand the scope of the program (e.g. higher income thresholds and funding amounts) should also be explored if additional funds can be procured through sponsorships or fundraising activities and as needs to adapt the program are identified. Principles and considerations that should be monitored and used as inputs when contemplating any future changes to Town subsidy and assistance programs include:

- Cost of living increases (inflationary costs over time)
- Demographic shifts
- Best practices as observed regional, provincially and nationally
- Economic conditions in the community and region
- Facility cost recovery targets/requirements

Not for profit organizations like KidSport and Jumpstart also provide support to families facing financial barriers, often in collaboration with local sport organizations. It will be important in the future for the Town to continue assisting these organizations. Apart from just financial support, this assistance should include organizational capacity building (as identified in Strategic Focus Area #5) in order to ensure that these organizations can remain strong and continue to meet community need. Should changes be required to the Town's own financial assistance programs and initiatives in the future, potential partnerships and collaborations with these not for profit organizations and program providers may warrant further exploration in order to best leverage available resources (financial and human).

It is also important to note that the Town has already placed a priority on offering free or lost cost recreation programs and opportunities. For example, in 2015, an estimated 8,000 people enjoyed free skate and swim times through a community partnership between the Town and EPCOR. The Town has also worked to ensure that programming delivered by the Town remains affordable and is encouraged to continue doing so as it develops and evolves programming in coming years.



Strategy #8 (Continued)

Benefits of Implementing the Recommended Strategy

- Ensures all residents have access to the benefits that are accrued from participation in recreation, parks, and leisure opportunities.
- Creates a healthier and more vibrant community.
- Eliminates (or helps mitigate) financial barriers to participation.






Pertinent Research

- Less than one-quarter (24%) of households in Okotoks are aware of financial support programs (56% are unaware and 20% were unsure).
- Consultation findings revealed that admission fees and program costs are top barriers to participation.

Strategic Alignment with Active Alberta

					
Active Albertans	Active Communities	Active Outdoors	Active Engagement	Active Coordinated System	Active Excellence

Strategic Alignment with the Framework for Recreation in Canada 2015: Pathways to Wellbeing

				
Active Living	Inclusion and Access	Connecting People and Nature	Supportive Environments	Recreation Capacity

Strategic Alignment with the Values of the Okotoks Community Visioning 2014

Caring	Complete	Connected	Active, Inclusive + Diverse	Green	Resilient
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Strategy #9: Town recreation, parks, and leisure services should prioritize social inclusiveness to meet the needs of a growing, evolving and diversifying community.

Aside from financial barriers, many residents face social barriers to participation in recreation, parks, and leisure activities. Whether real or perceived, these barriers prevent residents from realizing the benefits provided by recreation, parks, and leisure activities and spaces.

The Town is ideally positioned to take the lead in helping address these barriers due to its leadership role in the community and significance in providing publicly accessible health and wellness opportunities. The following tactics are suggested to help mitigate social barriers in the community:

- Ensure that program identification and design considers the needs of individuals facing social barriers.
- Providing training to staff on topics such as mental health, LGBTQ, and social inclusion for newcomers.
- Collaborate with social agencies and organizations to identify methods to encourage participation in recreation, parks, and leisure pursuits.

Benefits of Implementing the Recommended Strategy

- Reduces barriers to participation.
- Expands the reach (and associated benefits) of recreation, parks, and leisure opportunities.
- Further creates an inclusive environment at public facilities.






Pertinent Research

- Trends support that municipalities and other public sector providers are increasingly working towards addressing barriers and ensuring social inclusion in recreation, parks, and leisure opportunities.
- Okotoks continues to experience rapid growth which will further diversify the community and result in new residents seeking to experience the benefits accrued through recreation, parks, and leisure.

Strategic Alignment with Active Alberta

					
Active Albertans	Active Communities	Active Outdoors	Active Engagement	Active Coordinated System	Active Excellence

Strategic Alignment with the Framework for Recreation in Canada 2015: Pathways to Wellbeing

				
Active Living	Inclusion and Access	Connecting People and Nature	Supportive Environments	Recreation Capacity

Strategic Alignment with the Values of the Okotoks Community Visioning 2014

Caring	Complete	Connected	Active, Inclusive + Diverse	Green	Resilient
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Programming Focus Areas

The identification of programming focus areas should be based on a number of factors which include resident and facility user demand, existing provision/availability, trends, and desired outcomes. Resident survey findings revealed that a number of identified programming priorities exist in the community.

2016 Public Survey Findings

Program Type	Children (0 – 5 years)	Youth (6 – 12 years)	Teens (13 – 18 years)	Adults (19 – 39 years)	Adults (40 – 64 years)	Seniors (65+ years)
Nature Interaction (e.g. birdwatching, educational)	30%	52%	31%	29%	52%	55%
Fitness (e.g. yoga, weightlifting)	10%	25%	46%	60%	61%	45%
Outdoor Skills (e.g. camping, fishing)	25%	63%	70%	54%	44%	29%
Recreation/Leisure (e.g. bicycling, floor curling)	20%	51%	56%	55%	60%	46%
Sports (e.g. volleyball, soccer)	28%	65%	69%	58%	36%	18%
Wellness (e.g. healthy eating)	35%	52%	61%	60%	63%	60%

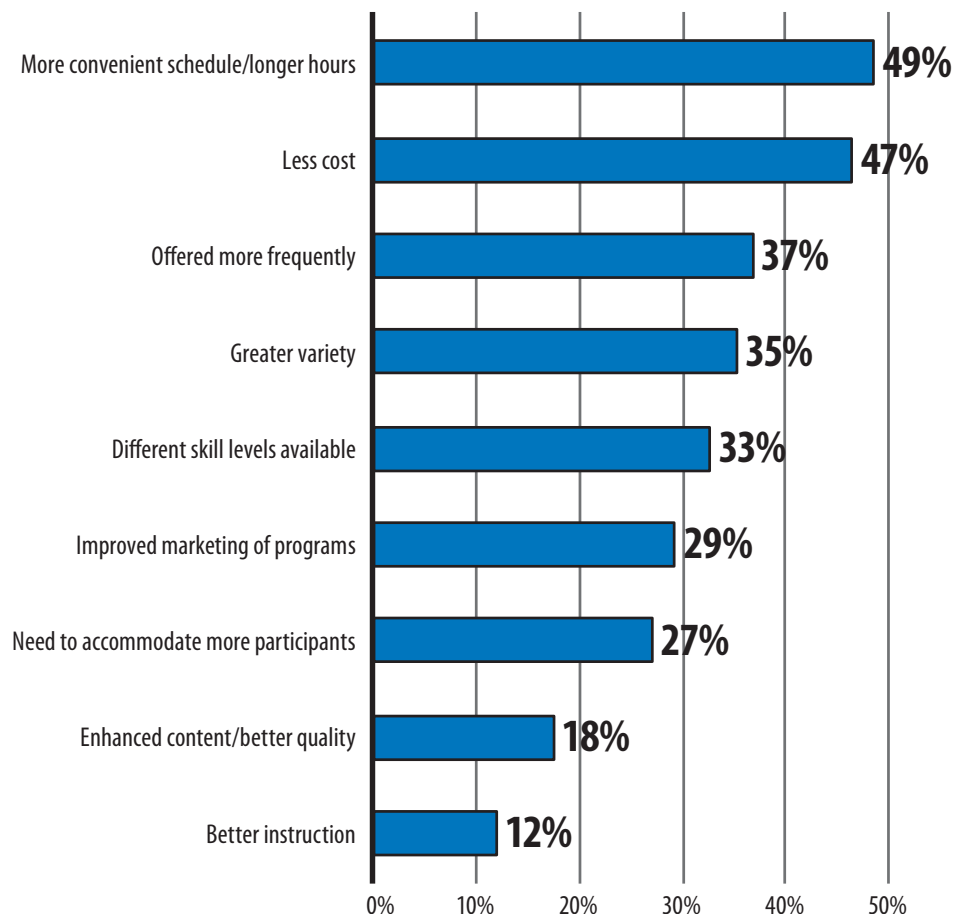
Note: The largest number in each age column is highlighted in blue.

It is also important to note that as the community continues to grow it will be come more diversified in terms of socio-economics, ethnic background, and ability. As these facets of the population get larger they create the critical mass necessary to warrant focused program opportunities.

While demand for new types of programming may exist, is also important identify potential enhancements to existing programs. Scheduling and hours along with cost were identified by nearly half of residents as requiring improvement.

Programming Improvements

2016 Public Survey findings



Strategy #10: The following programming focus areas should be a priority for the Town in the short term.

- **Outdoor skill development for youth and teens**
- **Fitness and wellness programming of all ages and ability levels**
- **Non-competitive/recreational sports for youth, teens and adults**
- **Multi-generational opportunities**
- **Seniors recreation and active living programs**
- **Programming for populations facing barriers to participation (physical, financial, social)**

These focus areas meet identified local needs and align with broader societal trends and issues observed nationally and provincially. The recommendation of these program focus areas does not suggest that an immediate re-alignment of current programming is needed (in fact, doing so may create new program gaps). Rather these program focus areas should be addressed over time through both the creation of new programs as well as the integration of aspects into existing programming. The service delivery and evaluation tools presented in Strategic Focus Area # 1 (Section 5, page 15) should also be used to help identify potential partnerships and delivery methods to meet these program focus areas.

It will also be incumbent upon the Town to continue evolving programming to meet the needs of an evolving and growing community and to specifically target populations that face social, physical and financial barriers to participation. Doing so will ensure that the Town's investment in recreation, parks and leisure achieves the intended purpose of building a strong community with healthy and engaged residents. Provided in the following chart are programming strategies that can help the Town further achieve diversity and inclusiveness in its programming mix.

Target Population	Strategies
Individuals Facing Physical Barriers to Participation	<ul style="list-style-type: none"> • Regular accessibility audits of Town facilities and programs • Consider accessibility in future facility, parks, and open space development and enhancement projects (e.g. accessible design practices, adapted infrastructure) • Ensure that at least 1 – 2 adapted programs exist in each program “semester” • Require Town supported community groups to identify strategies to reduce physical barriers in the programs they offer
Individuals Facing Cognitive Disabilities	<ul style="list-style-type: none"> • Work directly with organizations and service providers to determine how to best integrate individuals into existing programming (e.g. adaptations, staff training)
New Canadians	<ul style="list-style-type: none"> • Continue to develop relationships with front line program and service providers • Ensure that an appropriate mix of introductory sport programming exists for “traditional” activities (e.g. ice skating, swimming) • Ensure that appropriate time is available at Town to support emerging “non-traditional” activities • Identify ways to adapt programs and facilities to meet the needs of groups with cultural/religious requirements (e.g. female only swimming and fitness programs)
Seniors	<ul style="list-style-type: none"> • Ensure that the Town's programming mix encompasses activities that are attractive to all age categories within the seniors population • Prioritize multi-generational programming and where possible identify opportunities to provide seniors with an opportunity to engage with youth in a program setting
Low Income Residents	<ul style="list-style-type: none"> • Continue to offer financial assistance directly and through support of initiatives in initiatives like KidSport and JumpStart (as recommended in Strategy #8) • Develop programming that utilizes low cost spaces like parks, sport fields, and gymnasiums • Continue to offer no and low cost activity opportunities (e.g. free and loonie/tonnie swimming and skating times).

Strategy #11: The Town should enhance the use of data and consultation findings, as well as social inclusion considerations, in program design, costing, and scheduling.

Data from facility users and residents should be integrated into recreation, leisure, and parks programming in order to ensure that these opportunities are best aligned with community demand and local trends. Basing programming on accurate and up to date data will also help the Town and its partners optimize scheduling and identify appropriate pricing structures. *Strategy #7 (page 21) identifies a number of recommend consultation tactics that, if utilized, will help generate the required data to inform programming decisions.*


Benefits of Implementing the Recommended Strategies


- Ensures that decisions related to program design, costing, and scheduling is based in sound data.
- Likely to result in more effective programming with higher levels of utilization.


Pertinent Research


- Residents and stakeholders identified numerous program priorities and demands; decision making and further priority setting will need to occur.
- Use of data in program planning is a trend and leading practice.
- The survey mechanisms conducted for the Master Plan provide valuable data and can be replicated in the future to gather time series data.


Strategic Alignment with Active Alberta



Active Albertans


Active Communities


Active Outdoors


Active Engagement


Active Coordinated System


Active Excellence

Strategic Alignment with the Framework for Recreation in Canada 2015: Pathways to Wellbeing


Active Living


Inclusion and Access


Connecting People and Nature


Supportive Environments


Recreation Capacity

Strategic Alignment with the Values of the Okotoks Community Visioning 2014

Caring

Complete

Connected

Active, Inclusive + Diverse

Green

Resilient



Promotions and Marketing

Strategy #12: The Town should develop and execute a formal marketing and promotions strategy with a focus on the following themes:

- **Benefits of participation in recreation, parks, and leisure activities**
- **Awareness of existing recreation, parks, and leisure programs and opportunities**
- **Celebration of successes related to recreation, parks and leisure**

These promotions and marketing focus areas leverage existing strengths while also addressing potential gaps identified locally in Okotoks and at a societal level. Promoting the broader benefits of participation as well as available opportunities creates a “two-pronged” motivational approach that extends beyond just the specific program. Okotoks is also fortunate to have a plethora of success stories and assets to highlights in promotions and marketing campaigns. The successes of numerous events, teams, and community “champions of recreation” should be included in promotion messaging to further the message that Okotoks is a healthy, active, and vibrant community with diverse recreation, parks, and leisure opportunities for residents of all ages and ability levels to enjoy.







Benefits of Implementing the Recommended Strategy

- Increased participation and engagement in recreation, parks, and leisure opportunities.
- Further increases Okotoks reputation as a vibrant, healthy, and active community.


Pertinent Research

- The top 5 preferred communication mechanisms identified by households were: The Western Wheel newspaper (61%), Town website/online schedule (49%), Community Guide (37%), social media (31%), and Utility bill inserts (27%).
- 29% of households believe improvement to the marketing of program is needed.

Strategic Alignment with Active Alberta

					
Active Albertans	Active Communities	Active Outdoors	Active Engagement	Active Coordinated System	Active Excellence

Strategic Alignment with the Framework for Recreation in Canada 2015: Pathways to Wellbeing

				
Active Living	Inclusion and Access	Connecting People and Nature	Supportive Environments	Recreation Capacity

Strategic Alignment with the Values of the Okotoks Community Visioning 2014

Caring	Complete	Connected	Active, Inclusive + Diverse	Green	Resilient
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Seven

Strategic Focus Area #3: Recreation Infrastructure

The Town has, and continues to make, a significant investment in recreation, parks, and leisure infrastructure. The replacement value of the current inventory of facilities (indoor and outdoor) totals in the hundreds of millions of dollars and represents one of the largest ongoing service area expenditures for the Town.

As Okotoks and the surrounding region grows, demands for new infrastructure will need to be balanced with sustaining existing facilities and amenities. While regional growth may result in other public and private sector entities developing new facilities in the area that could serve Okotoks residents, it is likely that there will continue to be a demand for new local facilities within Okotoks. This will require the Town to be efficient and make difficult decisions on a number of worthwhile and justifiable projects. Future infrastructure development and management will also require the Town to continue pursuing partnerships and other creative ways of delivering services. The importance of doing so is highly recognized by residents, with 94% of household survey respondents indicating that municipalities in the area should work together to provide recreation, parks, and leisure opportunities. The strategies identified in this section are intended to help the Town set priorities, make informed decisions, and optimize overall efficiency.



Overview of Current Recreation, Parks, and Leisure Infrastructure

Indoor Amenities^A

Amenity Type	Town Operated	Town Supported or Partner Operated (including leased spaces)	Total
Aquatics Facilities	1	0	1
Curling Rinks (Facilities)	0	1	1
Curling Rinks (Sheets)	0	6	6
Fitness Centres	0	2 ^B	2
Gymnasiums	1	1 ^C	2
Ice Arenas (Facilities)	2	0	2
Ice Arenas (Sheets)	4 ^D	0	4
Indoor Turf Fields	0	3	3
Walking/Running Tracks	1	1	2
Youth Centres	1	0	1
Social Gathering/Banquet Facilities	0	1	1

A In addition to the Town facilities identified above, a number of facilities are also available in the immediately surrounding areas. These include the Crescent Point Regional Field House and Scott Seamans Sports Rink.

B Fitness centre at the Recreation Centre is leased to a private operator. The fitness centre at the Crescent Point Regional Field House is also operated through a lease agreement.

C School gymnasiums are available for community use during certain hours (e.g. weekdays after 5:30 p.m.).

D Includes the ice sheet currently under construction at the Pason Centennial Centre.

Outdoor Amenities^E

Amenity Type	Town Operated	Town Supported or Partner Operated (including leased spaces)	Total
Ball Diamonds ^F	14	1 ^G	15
BMX Tracks	0	1 ^H	1
Community Gardens (Locations)	1	0	1
Off Leash Dog Parks	1	0	1
Outdoor Fitness Equipment (Locations)	3	0	3
Outdoor Rinks	8	0	8
Outdoor Tracks (Asphalt)	1	0	1
Performance Stadium (Baseball)	0	1	1
Pickleball Courts	2	0	2
Playgrounds	49	0	49
Community Parks	99	0	99
Rectangular Fields ^F	18 ^I	0	18
Skateboard Park	1	0	1
Sport Courts	1	0	1
Tennis Courts	5	0	5
Toboggan Hills	6	0	6
Water Spray Parks	1	0	1

E In addition to the amenities highlighted in the chart below, Okotoks has 85 km of pathways, 2km of nature/interpretive trails (of which 1km doubles as a single track for multi-use trail), of public parks and open spaces, and 325 ha of natural area (including the river valley).

F Includes ball diamonds and sport fields located on joint-use school sites.

G Tourmaline Field.

H BMX facility maintained by a user group organization.

I Includes two (2) football/rugby pitches.

Infrastructure Priorities and Future Decision Making Approaches

Strategy #13: The Town should place a priority on sustaining current infrastructure before new development is undertaken.

While consultation conducted during the Master Plan process revealed that demand for new infrastructure exists, it will be incumbent upon the Town to sustain its current infrastructure so that existing service levels can be preserved. To accomplish this, the Town will need to ensure that the following practices occur:

- Lifecycle and amenity refreshment budgeting (putting aside a set amount or % of capital value into a reserve)
- Identification of current and projected deferred maintenance and a strategy to address it
- Communicate the importance of sustaining existing infrastructure (and corresponding limitations) to stakeholders community groups and advocacy groups
- Work to ensure, through design and/or retrofit, that existing facilities and spaces are accessible to as many users as possible

Benefits of Implementing the Recommended Strategy

- Protects the Town's investment in recreation, parks, and leisure infrastructure.
- Reduces future risk of being overextended with regards to ongoing maintenance and upgrades.






Pertinent Research

- The Town's current base of recreation, parks, and leisure assets is significant. Aging facilities will require reinvestment.
- Satisfaction with current facilities is relatively high. Investment will be required to sustain these service levels.

Strategic Alignment with Active Alberta

					
Active Albertans	Active Communities	Active Outdoors	Active Engagement	Active Coordinated System	Active Excellence

Strategic Alignment with the Framework for Recreation in Canada 2015: Pathways to Wellbeing

				
Active Living	Inclusion and Access	Connecting People and Nature	Supportive Environments	Recreation Capacity

Strategic Alignment with the Values of the Okotoks Community Visioning 2014

Caring	Complete	Connected	Active, Inclusive + Diverse	Green	Resilient
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Strategy #14: When investing in new infrastructure, leverage existing facilities and spaces where feasible.

The Town has successfully created a number of community “hub” sites. The Okotoks Recreation Centre (and surrounding outdoor amenities), the Pason Centennial Arena, multi-sport field sites, and community parks provide valuable gathering places that meet the needs of a variety of residents. Wherever possible, priority should be given to placing new amenities on existing sites as opposed to stand alone venues. Doing so helps further the appeal of existing amenities and creates operational efficiencies.

The creation of “hub” sites can leverage existing amenities and created operational synergies. The Okotoks Recreation Centre and Pason Centennial Centre are examples of “hub” sites that have been developed and built-out over a number of years. The creation of these multi-functional, community wide sites requires significant land to be amassed and has broader impacts on future Town resource allocations. As such, planning for these sites needs to occur early on in the process as communities and neighborhoods are planned and should be a collaborative effort between the Town, developers, and stakeholders.

However it is important to note that this approach is not necessarily applicable or possible for Neighborhood Park spaces or other sites that are intended to serve a specific area. The provision of amenities in these spaces is often focused around one or two amenities based on agreements with developers and neighborhood characteristics.







Benefits of Implementing the Recommended Strategy

- Likely to result in increased operational efficiencies.
- Makes best use of available resources.
- Use of existing support amenities will reduce capital expenditures associated with future projects.
- The expansion of hub sites (e.g. Pason Centennial Arena) enhances tournament/competition and event hosting capacity.

Pertinent Research

- Trends and best practices support a preference for multi-use sites and facilities.
- Opportunities exist to increase visitation at most major indoor and outdoor “hub” sites.

Strategic Alignment with Active Alberta

					
Active Albertans	Active Communities	Active Outdoors	Active Engagement	Active Coordinated System	Active Excellence

Strategic Alignment with the Framework for Recreation in Canada 2015: Pathways to Wellbeing

				
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Strategic Alignment with the Values of the Okotoks Community Visioning 2014

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Strategy #15: The Amenity Prioritization Framework (presented herein) should be used to rank potential recreation, parks, and leisure infrastructure projects.

This Amenity Prioritization Framework considers a number of inputs that must be weighed by the Town when considering new development or major enhancement projects. The Framework is intended to build off of the Preliminary Community Infrastructure Priorities identified through the research and engagement (as presented in the State of Recreation, Parks, and Leisure Research Report and summarized in Section 3 of this document). The Preliminary Community Infrastructure Priorities were developed based solely on the research and engagement inputs which, while valuable, require a broader level of analysis and additional decision making inputs to be considered. Using the Framework will help ensure that decision making is informed and best aligned with community need and available resources. See pages 36 and 37 for the complete scoring of the amenities as well as an example of how a selected amenity was scored).

Criteria	Metrics				Weight
	3 Points	2 Points	1 Point	0 Points	
Market Demand	For "#1 – 3" community amenity priorities (as identified in the Preliminary Community Infrastructure Priorities ranking).	For "#4 – 5" community amenity priorities (as identified in the Preliminary Community Infrastructure Priorities ranking).	For "#6+" community amenity priorities (as identified in the Preliminary Community Infrastructure Priorities ranking).	For community amenity priorities that are not in scope (as identified in the Preliminary Community Infrastructure Priorities ranking).	5
Goals and Outcomes	The amenity achieves more than one goal and a variety of outcomes (as reflected in Section 4).	The amenity achieves one goal (of 3) and a variety of outcomes (as reflected in Section 4).	The amenity achieves a specific service outcome (as reflected in Section 4).	The amenity does not achieve any service outcomes (as reflected in Section 4).	5
Community Accessibility	The amenity would be completely financially and physically accessible to all Regional residents.	The amenity would primarily be financially and physically accessible to all Regional residents.	The amenity would be accessible to all Regional residents via programmed/rental use.	The amenity would not be accessible to Regional residents.	5
Financial Sustainability	The amenity has a low overall cost impact.	The amenity has a moderate overall cost impact.	The amenity has a high overall cost impact.	The amenity is not likely to be feasible.	4
Current Provision in the Region	The facility space would add completely new activity to recreation in the Region.	The facility space would add completely new activity to recreation in the Town.	Due to capacity limitations or service quality concerns, the facility space would significantly improve provision of existing recreation activity in the Region.	The amenity is already adequately provided and excess capacity exists in the Region.	3
Cost Savings through Partnerships or Grants	Partnership and/or grant opportunities exist in development and/or operating that equate to 50% or more of the overall amenity cost.	Partnership and/or grant opportunities exist in development and/or operating that equate to 25% – 49% or more of the overall amenity cost.	Partnership and/or grant opportunities exist in development and/or operating that equate to 10% – 24% or more of the overall amenity cost.	No potential partnership or grant opportunities exist at this point in time.	3
Economic Impact	The amenity will draw significant non-local spending into the Region and catalyze provincial, national and/or international exposure.	The amenity will draw significant non-local spending into the Region.	The amenity will draw moderate non-local spending into the Region.	The amenity will not draw any significant non-local spending into the Region.	3

Strategy #15 (Continued)

Benefits of Implementing the Recommended Strategy

- Bases decision making in sound logic and information.
- Increases internal and external transparency.
- Ensures that a wide array of considerations are factored into decision making.






Pertinent Research

- 70% of households believe that there is a need for new and/or enhanced facilities. However as minimal propensity exists to pay increased taxes or users fees prioritization will need to occur.

Strategic Alignment with Active Alberta

					
Active Albertans	Active Communities	Active Outdoors	Active Engagement	Active Coordinated System	Active Excellence

Strategic Alignment with the Framework for Recreation in Canada 2015: Pathways to Wellbeing

				
Active Living	Inclusion and Access	Connecting People and Nature	Supportive Environments	Recreation Capacity

Strategic Alignment with the Values of the Okotoks Community Visioning 2014

Caring	Complete	Connected	Active, Inclusive + Diverse	Green	Resilient
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Strategy #16: The Town should focus on the ranked recreation amenities. It is suggested as a standard practice that the recreation amenities be re-ranked every 5 years. Re-ranking of the recreation amenities may also be required if new information becomes available (e.g. partnership opportunities, changes to current provision levels) or as decision making is required.

The following tables indicate how each outdoor and indoor recreation amenity has been scored based on the prioritization framework presented and the associated metrics. The scoring and ranking is meant to help guide decision making and provide a multi-faceted, transparent approach to prioritizing future capital investment and associated planning.

Scoring of Indoor Amenities

Indoor Amenity*	Market Demand	Goals and Outcomes	Community Accessibility	Financial Sustainability	Current Provision in the Region	Cost Savings through Partnerships or Grants	Economic Impact	Score**	Rank
Indoor child playgrounds	3	3	2	3	2	0	0	58	1
Leisure ice surfaces (non-hockey, non-boarded ice surface)	3	3	2	2	2	0	0	54	2
Fitness/wellness facilities	2	3	2	3	1	0	0	50	3
Gymnasium type spaces	2	3	2	2	1	0	1	49	4
Climbing gyms	3	2	1	2	2	0	1	47	5
Leisure swimming pools	3	3	2	1	1	0	0	47	5
Walking/running tracks	2	2	2	3	1	0	0	45	7
Community hall/banquet facilities	2	3	1	2	1	0	1	44	8
Indoor field facilities	2	2	2	2	1	0	1	44	8
Seniors centres	2	2	2	2	1	0	0	41	10
Youth centres	2	2	2	2	1	0	0	41	10
Gymnastics spaces/parkour rooms	2	2	1	3	1	0	0	40	12
25m swimming tanks	3	2	1	1	1	0	1	40	12
Ice arena facilities (regulation size boarded ice surface)	2	2	1	2	1	0	1	39	14
Classroom/meeting spaces	2	2	1	2	1	0	0	36	15
Dance/program/martial arts rooms	2	2	1	2	1	0	0	36	15
Court sport spaces	2	1	1	2	1	0	0	31	17
Curling rinks	1	2	1	2	1	0	0	31	17

* The list of amenities identified has been aligned with the household survey and the Preliminary Community Infrastructure Priorities in the State of Recreation, Parks, and Leisure Research Report.

** To reach the total score, multiply the number of points in the table by the weighting of the criteria (as stated in the Prioritization Framework on page 34).

Amenity Scoring Example

Example Amenity: Leisure Swimming Pools

Criteria and Scoring Explanation

Criteria	Scoring Explanation
Market Demand	Leisure swimming pools received 3 points because it ranked in the top 3 of the Preliminary Community Infrastructure Priorities (see Section 3 of this document). These preliminary priorities were based on research inputs which included findings from the household survey, community group and stakeholder consultation, inventory analysis, and trends/leading practices.
Goals and Outcomes	Leisure swimming pools received 3 points because it achieves and aligns with more than one goal and multiple outcomes as identified in Section 4: A Philosophical Foundation for Service Provision.
Community Accessibility	Leisure swimming pools received 2 points because it would be primarily accessible (physically and financially) to all regional residents. It does not receive the full 3 points because it is assumed that some level of admission and/or program fee would be required to access the facility during available hours (with the possible exception of specific no cost initiatives/times).
Financial Sustainability	Leisure swimming pools received 1 point because the level of overall cost impact is rated as "high". The capital cost of developing a new or enhanced leisure swimming pool is significant relative to many other recreation, parks and leisure amenity types. Indoor aquatics facilities (including the current facility in Okotoks) also typically require an ongoing annual subsidy to remain viable.
Current Provision in the Region	Leisure swimming pools received 1 point because an indoor aquatics facility currently exists in the community with some leisure amenities; however, these amenities are limited and a new or enhanced facility would significantly improve provision.
Cost Savings through Partnerships or Grants	Leisure swimming pools (and all other amenity types) have not received a score for this criteria at this time as potential partnerships and grants are unknown.
Economic Impact	Leisure swimming pools received 0 points because it is assumed that the amenity would serve primarily a community market and not draw measurable non-local spending to Okotoks. However, 25 metre swimming tanks (an amenity which would most likely be adjoined to a leisure swimming pool) received 1 point as it would draw moderate levels of non-local spending to Okotoks (e.g. local and regional swimming competitions).

Scoring of Outdoor Amenities

Outdoor Amenity*	Market Demand	Goals and Outcomes	Community Accessibility	Financial Sustainability	Current Provision in the Region	Cost Savings through Partnerships or Grants	Economic Impact	Score**	Rank
Event spaces (e.g. amphitheatres)	2	3	3	3	1	0	2	61	1
Nature/interpretive trails	3	3	3	3	1	0	0	60	2
Walking/cycling pathway system	3	3	3	2	1	0	0	56	3
Open spaces (e.g. parks, greenspace)	2	3	3	3	1	0	0	55	4
Day use areas (with BBQs)	2	3	3	2	1	0	1	54	5
Mountain bike trails	3	2	2	3	1	0	1	53	6
Toboggan hills	2	2	3	3	1	0	0	50	7
Outdoor pools	3	2	2	1	2	0	1	48	8
Beach volleyball courts	2	2	3	2	1	0	0	46	9
Outdoor fitness equipment	2	2	3	2	1	0	0	46	9
Playgrounds	2	2	3	2	1	0	0	46	9
Water spray parks	2	2	3	2	1	0	0	46	9
Speed skating ovals	2	2	2	1	2	0	1	43	13
Campgrounds	2	2	1	2	1	0	2	42	14
Outdoor boarded skating rinks	2	2	3	1	1	0	0	42	14
Pickleball courts	2	2	2	2	1	0	0	41	16
Skateboard parks	2	2	2	2	1	0	0	41	16
Bike skills park	2	2	2	2	1	0	0	41	16
Community gardens	2	3	1	2	1	0	0	41	16
Dog off leash areas	2	2	2	2	1	0	0	41	16
Hard courts (e.g. basketball)	2	2	2	2	1	0	0	41	16
Tennis courts	2	2	2	2	1	0	0	41	16
Sports fields (e.g. soccer, football)	2	2	2	1	1	0	1	40	23
Ball diamonds	1	2	2	2	1	0	1	39	24
Track and field spaces	1	2	2	2	1	0	1	39	24

* The list of amenities identified has been aligned with the household survey and the Preliminary Community Infrastructure Priorities in the State of Recreation, Parks, and Leisure Research Report.

** To reach the total score, multiply the number of points in the table by the weighting of the criteria (as stated in the Prioritization Framework on page 34).







Benefits of Implementing the Recommended Strategy

- Provides a list of prioritized projects that can be used in future capital budgeting and other planning processes.

Pertinent Research

- See the State of Recreation, Parks, and Leisure Summary (Section 3) for the ranked community priorities from the research and consultation

Strategic Alignment with Active Alberta

					
Active Albertans	Active Communities	Active Outdoors	Active Engagement	Active Coordinated System	Active Excellence

Strategic Alignment with the Framework for Recreation in Canada 2015: Pathways to Wellbeing

				
Active Living	Inclusion and Access	Connecting People and Nature	Supportive Environments	Recreation Capacity

Strategic Alignment with the Values of the Okotoks Community Visioning 2014

Caring	Complete	Connected	Active, Inclusive + Diverse	Green	Resilient
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Strategy #17: The Planning Process Framework and Facility Condition Index should be utilized by the Town when making decisions related to major capital investment in recreation, parks, and leisure infrastructure. These tools should also consider, and be used as an input towards, the Town’s asset management programs.

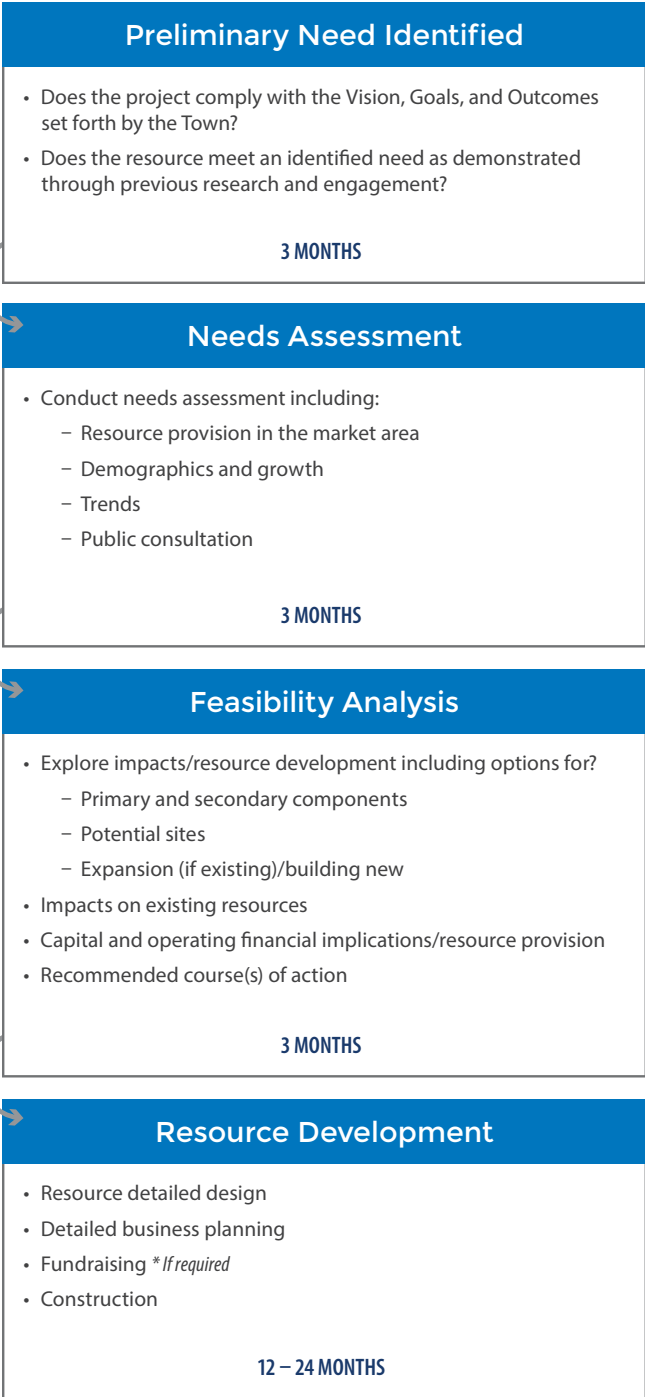
Major infrastructure investment undertaken by the Town is likely to occur through the following two scenarios:

- a. New amenity development
- b. Reinvestment into existing facilities

Following these processes will help ensure that planning is conducted in a logical, informed and transparent manner. Communicating these processes to community groups and stakeholders can also help ensure that clarity exists regarding how decisions are made, and the steps that need to be followed before major investment can occur.

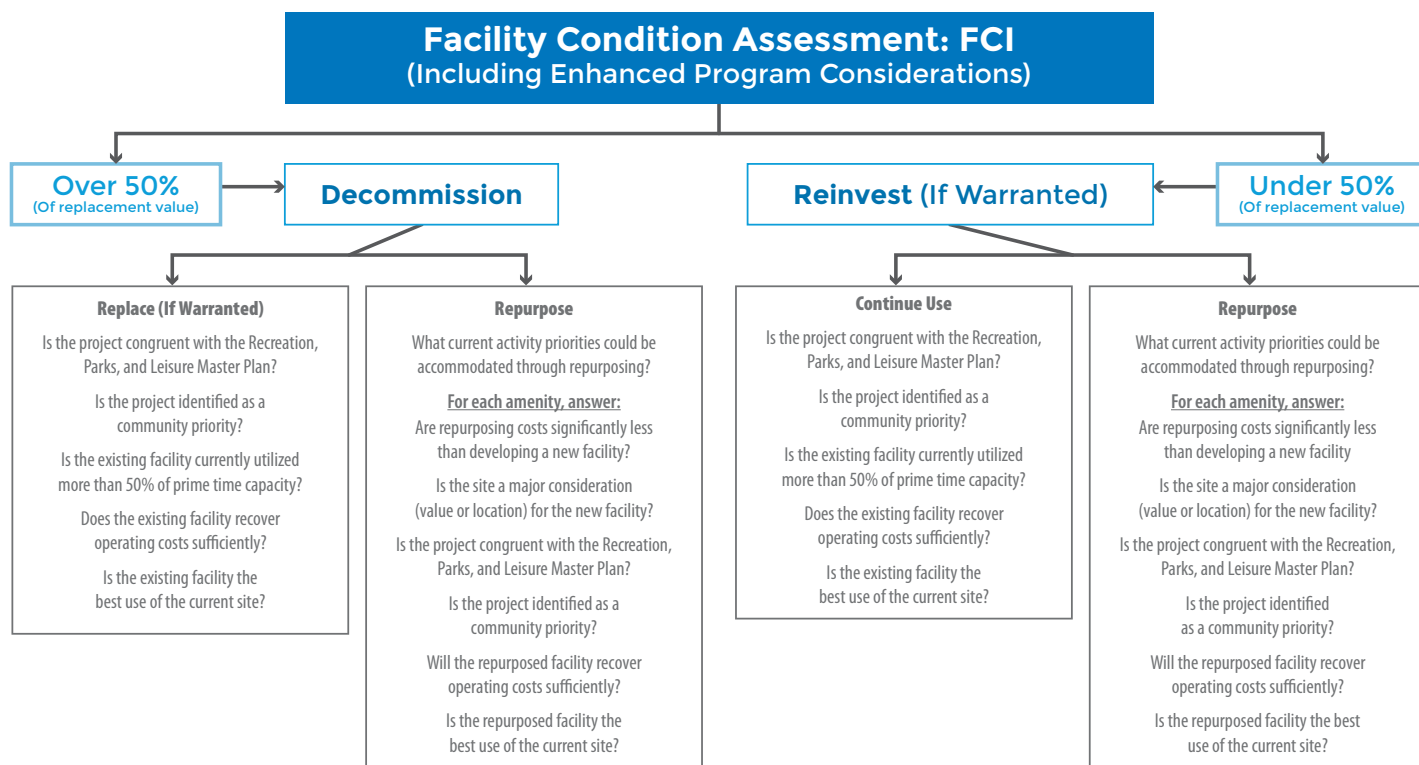
Planning Process Framework

The adjacent process should be utilized by the Town when contemplating new amenity investment over \$250,000. This process should also be utilized for potential partners requesting Town support for recreation, parks, and leisure projects and initiatives. It is important to note that Town administration may wish to develop a more detailed Planning Process Framework that outlines guidelines for feasibility analysis and planing triggers to better articulate the information required for decision making.



Facility Condition Index (FCI)

The Facility Condition Index (FCI) should be utilized when contemplating major reinvestment into an existing amenity (for continued use in its existing manner) or possible decommissioning/repurposing for alternate uses.



* If two or more of these questions are answered "NO", then the facility should be decommissioned. If not, the reinvestment/repurpose should be ranked through the system presented in the Recreation and Culture Master Plan against other potential projects.

Benefits of Implementing the Recommended Strategy

- Ensures that decision making follows a clear, logical and transparent project.
- Ensures that decisions are informed with adequate information at each stage in the process.

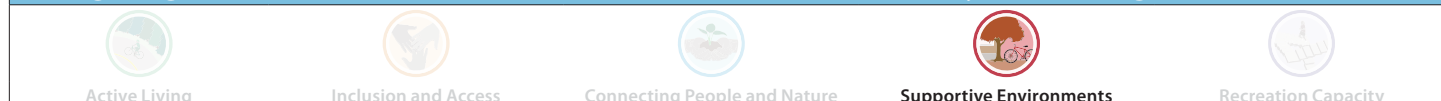
Pertinent Research

- Undertaken decision making in a clear, informed, and transparent manner aligns with best practices in municipal and public sector recreation, parks, and leisure provision.
- Numerous infrastructure priorities, needs, and demands exist in the community. Further exploration will be required to validate and measure potential projects and community impact.

Strategic Alignment with Active Alberta



Strategic Alignment with the Framework for Recreation in Canada 2015: Pathways to Wellbeing



Strategic Alignment with the Values of the Okotoks Community Visioning 2014



Inventory Management and Amenity Strategies

Presented as follows are a number of suggested inventory management practices and amenity strategies that are intended to help guide how the Town provides recreation, parks, and leisure infrastructure. These practices and strategies have been developed based on the current situation as well as projected growth of Okotoks and surrounding areas. As the community grows in size, the asset base for parks, open spaces, trails and associated amenities will grow organically through new neighborhood development and land acquisition. While the asset base for indoor infrastructure is unlikely to grow as quickly, it is likely that the Town will undertake some development in the future. Ensuring that proper management practices and strategies are in place as the Town grows will optimize efficiency and assist with the identification of needs and priorities.



Strategy #18: The enhanced parks and open space classification system and hierarchy should be implemented by the Town and used to organize its asset base of these valuable community amenities.

The adjacent parks and open space classification system has been developed to build upon and enhance the Town's current approach to parks and open space management.

Should the updated classification system be carried forward, pertinent Town planning and guiding documents may require updating to ensure that terminology and processes are aligned. Overarching or complementary planning documents that may require adjustment include:

- Municipal Development Plan
- Inter-Municipal Development Plan
- Okotoks Community Sustainability Plan
- River Valley Management Plan

Parks and Open Space Classification System and Hierarchy Summary

1. Regional Parks
2. District Parks
3. Community Parks
4. Urban Parks/Plazas
5. Natural Areas
6. Linear Parks
7. Streetscapes
8. Neighborhood Parks
9. Pocket Parks

* Please refer to the Appendices for the detailed Parks and Open Space Classification System and Hierarchy.

The Town should also ensure that future servicing and subdivision agreements, design and construction specifications, and neighborhood level planning considers, and is aligned with, the parameters and intent for parks and open spaces outlined in the updated classification system. Pertinent community consultation and direction setting documents (e.g. Okotoks Community Visioning) should also consider aspects of the classification system (e.g. purpose and intent for parks and open spaces, appropriate uses, role of parks) when outlining overall goals and objectives for the future of the town.

It is also critically important that detailed and specific alignment with the updated classification system is sought as new parks and recreation focused strategic planning initiatives are undertaken. While this Master Plan touches on aspects related to trails, the Town may require a more detailed trails plan that specifically identifies future priorities for new trail development, improved linkages and design standards. The updated parks and open space classification system should be directly aligned with this planning given the relationship between the two amenity types. The classification system should also be strongly considered and aligned with as project specific planning occurs for recreation facilities (e.g. needs assessments, feasibility studies, business cases).

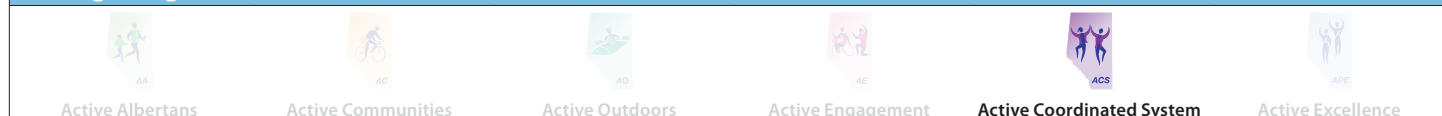
Benefits of Implementing the Recommended Strategy

- Provides a structure to assist with current inventory management.
- Helps identify requirements (costs, human resources, maintenance protocols) for new assets that are brought online in the future.

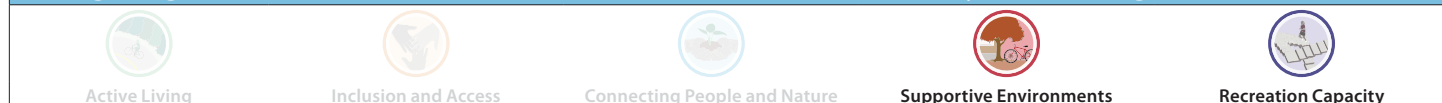
Pertinent Research

- Population projections anticipate that by 2073 the population of the community could be 82,152 residents. Future planning and organization of outdoor space assets will require sound structure.
- Previous planning has identified needs and structures for parks and open spaces, however refreshment is required.

Strategic Alignment with Active Alberta



Strategic Alignment with the Framework for Recreation in Canada 2015: Pathways to Wellbeing



Strategic Alignment with the Values of the Okotoks Community Visioning 2014



Strategy #19: The Town should consider the recreation, parks and leisure amenity strategies to guide the management of existing assets and future planning.

The strategies outlined provide general guidance for the future and depict an ideal course of action and effort for each amenity area. Desired service levels are also provided in order to guide the Town and help prioritize future investment. It should be noted that before any major public investment is committed, tactical feasibility planning needs to occur as outlined in Strategy #17. Prioritization of any new investment outlined should also be aligned with the Amenity Prioritization Framework and current priorities outlined in Strategies #15 and #16.

Indoor Amenity Strategies

Amenity Prioritization Framework Ranking	Indoor Amenity	Research Indicators	Future Strategy	Current #	Population	Current Provision Ratio (Number of Residents per Amenity)	Targeted Service Level	Anticipated Future Need (Based on Targeted Service Level and Population Growth Projections) Short Term (30k–35k) Mid Term (35k–45k) Long Term (45k+)	Order of Magnitude Costing
1	Indoor child playgrounds	<ul style="list-style-type: none"> Community Priority #2 #5 household survey priority Top 10 community group questionnaire priority 	<ul style="list-style-type: none"> Consider including as part of retrofitted or new facility development. Include private sector opportunity in Town materials (e.g. leisure guide) as deemed appropriate. Ensuring that indoor playgrounds are accessible should be considered during the design process. 	0	28,016	N/A	1 per 30,000 residents	Short Term (2017 – 2025)	\$1M
2	Leisure ice surfaces (non-hockey, non-boarded ice surface)	<ul style="list-style-type: none"> Community Priority #3 	<ul style="list-style-type: none"> Included as part of future new ice sheet development at the Pason Centennial Arena. 	1	28,016	28,016	1 per 30,000 residents	Long Term (2030+)	\$2M
3	Fitness/wellness facilities	<ul style="list-style-type: none"> Community Priority #4 #10 household survey priority Top 10 community group questionnaire priority 	<ul style="list-style-type: none"> Continue to provide at the Okotoks Recreation Centre through a lease arrangement. Work with private sector provider to meet identified needs and priorities for fitness and wellness programs. 	2	28,016	14,008	1 per 15,000 residents (public/partner provision)	Mid Term (2025 – 2030)	\$3M
4	Gymnasium type spaces	<ul style="list-style-type: none"> Community Priority #4 #12 household survey priority Top 10 community group questionnaire priority 	<ul style="list-style-type: none"> Continue to maximize use of existing spaces (schools, field house). 	2	28,016	14,008	1 per 15,000 residents	Short Term (2017 – 2025)	\$7M
5	Climbing gyms	<ul style="list-style-type: none"> Community Priority #1 #2 household survey priority Top 10 community group questionnaire priority 	<ul style="list-style-type: none"> Identify opportunities to include as part of retrofitted or new facility development. Continue to monitor potential private sector provision. 	0	28,016	N/A	1 per 30,000 residents	Short Term (2017 – 2025)	\$1.5M

Amenity Prioritization Framework Ranking	Indoor Amenity	Research Indicators	Future Strategy	Current #	Population	Current Provision Ratio (Number of Residents per Amenity)	Targeted Service Level	Anticipate d Future Need (Based on Targeted Service Level and Population Growth Projections) Short Term (30k–35k) Mid Term (35k–45k) Long Term (45k+)	Order of Magnitude Costing
5	Leisure swimming pools	<ul style="list-style-type: none"> Community Priority #2 #1 household survey priority #9 household survey priority 	<ul style="list-style-type: none"> Continue to identify cost effective methods to further animate existing aquatics facility to meet leisure demand. Conduct a feasibility study to further explore costs (operating and capital), potential synergies, development approaches (expansion of existing vs new facility) and potential downstream impacts on existing facilities. Use Amenity Prioritization Framework to guide decision making. Ensure proper life-cycle and maintenance program is in place for existing facility. 	1	28,016	N/A	1 per 20,000 residents	Mid Term (2025 – 2030)	\$20M
7	Walking/running tracks	<ul style="list-style-type: none"> Community Priority #4 #4 household survey priority 	<ul style="list-style-type: none"> Continue to promote use of existing track at the Pason Centennial Arena and Crescent Point Field House. 	2	28,016	14,008	1 per 15,000 residents	Long Term (2030+)	\$1M
8	Community hall/ banquet facilities	<ul style="list-style-type: none"> Community Priority #5 #13 household survey priority Top 10 community group questionnaire priority 	<ul style="list-style-type: none"> Assist the Foothills Centennial Centre board with strategic and business plan to ensure sustainability and protect Town investment. 	1	28,016	28,016	1 per 25,000 residents	Long Term (2030+)	\$8M
8	Indoor field facilities (# of surfaces)	<ul style="list-style-type: none"> Community Priority #5 Highest level of overall utilization by residents (household survey) #15 household survey priority Top 10 community group questionnaire priority 	<ul style="list-style-type: none"> Continue to support operations of the Crescent Point Regional Field House. Work with partners to ensure access is available for new and emerging groups. 	3	28,016	9,339	1 per 15,000 residents	Long Term (2030+)	\$8M
10	Seniors centres	<ul style="list-style-type: none"> Community Priority #6 #8 household survey priority 	<ul style="list-style-type: none"> Continue to engage with existing Seniors Centre and support as required and deemed appropriate. 	1	28,016	28,016	1 per 20,000 residents	Mid Term (2025 – 2030)	\$2M
10	Youth centres	<ul style="list-style-type: none"> Community Priority #6 #14 household survey priority 	<ul style="list-style-type: none"> Promote use of existing Youth Centre and identify opportunities to expand reach and utilization. Consider expanded youth programming at Town facilities. 	1	28,016	28,016	1 per 20,000 residents	Mid Term (2025 – 2030)	\$2M
12	Gymnastics spaces/ parkour rooms	<ul style="list-style-type: none"> Community Priority #6 #16 household survey priority 	<ul style="list-style-type: none"> Include private sector opportunity in Town materials (e.g. leisure guide) as deemed appropriate. Continue to monitor community demand. 	1	28,016	28,016	Dependent upon partnership opportunities	Dependent upon partnership opportunities	\$3M

Amenity Prioritization Framework Ranking	Indoor Amenity	Research Indicators	Future Strategy	Current #	Population	Current Provision Ratio (Number of Residents per Amenity)	Targeted Service Level	Anticipate d Future Need (Based on Targeted Service Level and Population Growth Projections) Short Term (30k–35k) Mid Term (35k–45k) Long Term (45k+)	Order of Magnitude Costing
12	25m swimming tanks	<ul style="list-style-type: none"> Community Priority #3 #3 household survey priority Top 10 community group questionnaire priority 	<ul style="list-style-type: none"> Continue to optimize use of existing facility. Feasibility study conducted for a potential new or enhanced aquatics facility to measure the viability, need, impacts and associated costs of a 50 metre tank. Ensure proper life-cycle and maintenance program is in place for existing facility. 	1	28,016	28,016	1 per 20,000 residents	Mid Term (2025 – 2030)	\$10M
14	Ice arena facilities (regulation size boarded ice surface)	<ul style="list-style-type: none"> Community Priority #4 #7 household survey priority Top 10 community group questionnaire priority 	<ul style="list-style-type: none"> Develop additional sheet at the Pason Centennial Arena. Ensure proper life-cycle and maintenance program is in place for existing facility. 	4	28,016	7,004	1 per 12,500 residents	Mid Term (2025 – 2030)	\$15M
15	Classroom/meeting spaces	<ul style="list-style-type: none"> Community Priority #6 #17 household survey priority Top 10 community group questionnaire priority 	<ul style="list-style-type: none"> Promote use of existing spaces. Ensure that existing spaces are accessible and available for community organizations. 	6	28,016	4,669	To be included in facility development projects	To be included in facility development projects	\$250k
15	Dance/program/martial arts rooms	<ul style="list-style-type: none"> Community Priority #6 #11 household survey priority 	<ul style="list-style-type: none"> Maximize use of existing spaces by supporting the promotions and awareness of existing community programs. 	2	28,016	14,008	To be included in facility development projects	To be included in facility development projects	\$250k
17	Curling rinks	<ul style="list-style-type: none"> Community Priority #6 #18 household survey priority 	<ul style="list-style-type: none"> Sustain existing facility. Support the efforts of the Curling Club with a focus on sustainability and growth of the sport. 	1	28,016	28,016	1 per 40,000 residents	Long Term (2030+)	\$8M



Outdoor Amenity Strategies

Amenity Prioritization Framework Ranking	Outdoor Amenity	Research Indicators	Future Strategy	Current #	Population	Current Provision Ratio (Number of Residents per Amenity)	Targeted Service Level	Anticipated Future Need (Based on Targeted Service Level and Population Growth Projections) Short Term (30k–35k) Mid Term (35k–45k) Long Term (45k+)	Order of Magnitude Costing
1	Event spaces (e.g. amphitheatres)	<ul style="list-style-type: none"> Community Priority #4 #9 household survey priority 	<ul style="list-style-type: none"> Sustain existing spaces. Consider a new major community park space (with event amenities) when population is approaching 60,000. 	1	28,016	28,016	1 per 20,000 residents	Mid Term (2025 – 2030)	\$1M
2	Nature/interpretive trails	<ul style="list-style-type: none"> Community Priority #1 #4 household survey priority Top 10 community group questionnaire priority 	<ul style="list-style-type: none"> Identify opportunities to enhance existing natural trails and reduce barriers. Include natural trail development in future development areas. 	2km	28,016	14,008/1 km	Ensure connectivity and develop new with growth	Ongoing with growth	N/A
3	Walking/cycling pathway system (km)	<ul style="list-style-type: none"> Community Priority #2 #1 household survey priority 	<ul style="list-style-type: none"> Develop linkages and improve access. Increase inventory as new development occurs. 	85	28,016	330	Ensure connectivity and develop new with growth	Ongoing with growth	N/A
4	Open spaces (e.g. parks, greenspace) (hectares)	<ul style="list-style-type: none"> Community Priority #4 #7 household survey priority 	<ul style="list-style-type: none"> Continue to allocate as appropriate through municipal reserve. 	260	28,016	108	Ensure adequate provision and geographic distribution	Ongoing with growth	N/A
5	Day use areas (with BBQs and cook shelters)	<ul style="list-style-type: none"> Community Priority #3 #3 household survey priority 	<ul style="list-style-type: none"> Sustain existing facilities. Identify opportunities for enhancement as deemed appropriate. 	2	28,016	14,008	1 per 15,000 residents	Mid Term (2025 – 2030)	\$25k
6	Mountain bike trails	<ul style="list-style-type: none"> Community Priority #2 #5 household survey priority 	<ul style="list-style-type: none"> Support community driven trail development as deemed appropriate based on planning processes and frameworks outlined. 	1km*	28,016	28,016/1km	Ensure connectivity and develop new with growth	Ongoing with growth	N/A
7	Toboggan hills	<ul style="list-style-type: none"> Community Priority #4 #11 household survey priority Top 10 community group questionnaire priority 	<ul style="list-style-type: none"> Work with developers to provide in new neighborhoods and growing areas. 	6	28,016	4,669	1 per 5,000 residents	Short Term (2017 – 2025)	\$75k
8	Outdoor pools	<ul style="list-style-type: none"> Community Priority #2 #2 household survey priority 	<ul style="list-style-type: none"> Promote regional opportunities and use of the existing spray park. 	0	28,016	—	1 per 60,000 residents (assumes indoor aquatics is sustained)	Long Term (2030+)	\$7M
9	Beach volleyball courts	<ul style="list-style-type: none"> Community Priority #5 #14 household survey priority 	<ul style="list-style-type: none"> Consider inclusion in existing and new park spaces as deemed appropriate. 	0	28,016	—	1 per 10,000 residents	Short Term (2017 – 2025)	\$75k
9	Outdoor fitness equipment (locations)	<ul style="list-style-type: none"> Community Priority #5 #21 household survey priority Top 10 community group questionnaire priority 	<ul style="list-style-type: none"> Promote use of existing equipment. Identify opportunities to include equipment as part of future trail development. 	3	28,016	9,339	As required	Explore amenity addition as deemed appropriate	\$500k

* Of the 2km of nature trails in Okotoks, 1km of these trails doubles as single track trail for mountain biking.

Amenity Prioritization Framework Ranking	Outdoor Amenity	Research Indicators	Future Strategy	Current #	Population	Current Provision Ratio (Number of Residents per Amenity)	Targeted Service Level	Anticipate d Future Need (Based on Targeted Service Level and Population Growth Projections) Short Term (30k–35k) Mid Term (35k–45k) Long Term (45k+)	Order of Magnitude Costing
9	Playgrounds	<ul style="list-style-type: none"> Community Priority #4 #13 household survey priority Top 10 community group questionnaire priority 	<ul style="list-style-type: none"> Allocate appropriate funds for amenity refreshment and equipment replacement. Work with developers and community partners (e.g. schools) to provide in new neighborhoods and growing areas. The provision of fully accessible playground spaces in strategic locations should also be a priority for the Town. 	48	28,016	584	<p>Ensure provision in new parks and sustain existing .</p> <p>Enhance the provision of fully accessible playground spaces in the Town.</p>	Ongoing with development	\$250k
9	Water spray parks	<ul style="list-style-type: none"> Community Priority #3 #8 household survey priority Top 10 community group questionnaire priority 	<ul style="list-style-type: none"> Allocate appropriate funds for amenity refreshment so that the existing spray park can be enhanced as required in the future. Consider a second spray park site in a new development area when population approaches 50,000 if community demand can be adequately demonstrated. 	1	28,016	28,016	1 per 20,000 residents	Mid Term (2025 – 2030)	\$1.5M
13	Speed skating ovals	<ul style="list-style-type: none"> Community Priority #5 #24 household survey priority 	<ul style="list-style-type: none"> Promote regional opportunities. 	0	28,016		1 per 50,000 residents	Long Term (2030+)	\$750k
14	Campgrounds	<ul style="list-style-type: none"> Community Priority #4 #10 household survey priority Top 10 community group questionnaire priority 	<ul style="list-style-type: none"> Sustain existing facilities. Identify opportunities for enhancement as deemed appropriate. 	1	28,016	28,016	1 per 20,000 residents	Mid Term (2025 – 2030)	\$1M
14	Outdoor skating rinks	<ul style="list-style-type: none"> Community Priority #5 #15 household survey priority Top 10 community group questionnaire priority 	<ul style="list-style-type: none"> Sustain existing. Encourage developer and community led provision in neighbourhoods. 	8*	28,016	3,502	1 per 4,000	Mid Term (2025 – 2030)	\$750k
16	Pickleball courts	<ul style="list-style-type: none"> Community Priority #3 #20 household survey priority Top 10 community group questionnaire priority 	<ul style="list-style-type: none"> Continue to monitor demand for outdoor court sports (tennis, pickleball). 	2	28,016	14,008	1 per 15,000 residents	Mid Term (2025 – 2030)	\$250k
16	Skateboard parks	<ul style="list-style-type: none"> Community Priority #4 #23 household survey priority 	<ul style="list-style-type: none"> Allocate appropriate funds for amenity refreshment so that the existing skate park can be enhanced as required in the future. Consider a second skatepark site in a new development area when population approaches 50,000 if community demand can be adequately demonstrated. 	1	28,016	28,016	1 per 20,000 residents	Mid Term (2025 – 2030)	\$1M

* None of the rinks are boarded.

Amenity Prioritization Framework Ranking	Outdoor Amenity	Research Indicators	Future Strategy	Current #	Population	Current Provision Ratio (Number of Residents per Amenity)	Targeted Service Level	Anticipate d Future Need (Based on Targeted Service Level and Population Growth Projections) Short Term (30k–35k) Mid Term (35k–45k) Long Term (45k+)	Order of Magnitude Costing
16	Bike skills park	<ul style="list-style-type: none"> Community Priority #5 #17 household survey priority 	<ul style="list-style-type: none"> Support community driven initiatives as deemed appropriate using the planning tools identified. 	1	28,016	28,016	1 per 25,000 residents	Long Term (2030+)	\$250k
16	Community gardens (sites)	<ul style="list-style-type: none"> Community Priority #4 #12 household survey priority 	<ul style="list-style-type: none"> Identify underutilized parks, open spaces, and other community facilities that could accommodate community gardens. Continue to work with advocacy groups in the community. 	1	28,016	28,016	1 per 15,000 residents	Short Term (2017 – 2025)	\$25k
16	Dog off leash areas	<ul style="list-style-type: none"> Community Priority #4 #6 household survey priority 	<ul style="list-style-type: none"> Sustain existing space Identify amenity enhancements and improvements that can be made to existing space. Consider allowing controlled off-leash use at selected park spaces. Consider developing a second dedicated off-leash dog park when population is approaching 50,000. 	1	28,016	28,016	1 per 15,000 residents	Short Term (2017 – 2025)	\$750k
16	Hard courts (e.g. basketball) (locations)	<ul style="list-style-type: none"> Community Priority #5 #19 household survey priority 	<ul style="list-style-type: none"> Sustain existing hard court spaces. 	9	28,016	3,113	1 per 3,500 residents	Short Term (2017 – 2025)	\$100k
16	Tennis courts	<ul style="list-style-type: none"> Community Priority #5 Community Priority #5 #16 household survey priority Top 10 community group questionnaire priority 	<ul style="list-style-type: none"> Continue to monitor demand for outdoor court sports (tennis, pickleball). 	3	28,016	9,339	1 per 15,000 residents	Mid Term (2025 – 2030)	\$250k
23	Sports fields (e.g. soccer, football)	<ul style="list-style-type: none"> Community Priority #5 #22 household survey priority Top 10 community group questionnaire priority 	<ul style="list-style-type: none"> Sustain existing spaces. Consider expanded partnerships with user groups to enhance amenities. Consider an artificial turf field when population is approaching 40,000 if validated through current utilization and partnership opportunities exist. 	17	28,016	1,648	Natural Surface (NS) (1 per 2,000 residents) Artificial Turf Surface (ATS) (1 per 30,000 residents)	Natural Surface: Short Term (2017 – 2025) Artificial Turf Surface: Short Term (2017 – 2025)	NS: \$250k ATS: \$1.5M
24	Ball diamonds	<ul style="list-style-type: none"> Community Priority #5 #18 household survey priority 	<ul style="list-style-type: none"> Sustain existing. Measure future community led initiatives using the planning tools identified. 	15	28,016	1,868	1 per every 2,000 residents	Short Term (2017 – 2025)	\$250K
24	Track and field spaces	<ul style="list-style-type: none"> Community Priority #5 #25 household survey priority 	<ul style="list-style-type: none"> Work with school board to sustain existing space. 	1	28,016	28,016	1 per every 20,000 residents	Mid Term (2025 – 2030)	\$1.5M

Amenity Strategy Summary

The following chart summarizes the recommended short, mid, and long-term amenity priorities and associated costs (2016 dollars). It is important to note that these costs do not take into account sustaining existing facilities. **Please note: These estimates do not include trails and pathways, open space, playgrounds, and outdoor fitness equipment which typically occur in lockstep with growth and land development and are funded through other means.**

Short Term (2017 – 2025)	Cost (2016 \$)
Indoor child playgrounds	\$1M
Gymnasium type spaces	\$7M
Climbing gyms	\$1.5M
Toboggan hills	\$75k
Beach volleyball courts	\$75k
Community gardens (sites)	\$25k
Dog off leash areas	\$250k
Ball diamonds (~2)	\$500k
Natural surface field (~2)	\$500k
Artificial surface field	\$1.5M
Sub Total (Short Term)	\$12.425M

Overall Total	\$109.075M
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Mid Term (2025 – 2030)	Cost (2016 \$)
Leisure swimming pools	\$20M
Seniors centres	\$2M
Youth centres	\$2M
25m swimming tanks	\$10M
Ice arena facilities	\$15M
Event spaces (e.g. amphitheatres)	\$1M
Day use areas (with BBQs and cook shelters)	\$25k
Water spray parks	\$1.5M
Pickleball courts	\$250k
Campgrounds	\$1M
Toboggan hills (~2)	\$150k
Outdoor boarded skating rinks	\$750k
Skateboard parks	\$1M
Tennis courts	\$250k
Track and field spaces	\$1.5M
Ball diamond (~5)	\$1.25M
Sports field (~5)	\$1.25M
Sub Total (Mid Term)	\$58.925M

Overall Total	\$109.075M
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Long Term (2030+)	Cost (2016 \$)
Leisure ice surfaces (non-hockey)	\$2M
Walking/running tracks	\$1M
Community hall/ banquet facilities	\$8M
Indoor field facilities (# of surfaces)	\$8M
Curling rinks	\$8M
Outdoor pools	\$7M
Speed skating ovals	\$750k
Bike skills park	\$250k
Beach volleyball courts	\$75k
Ball diamond (~5)	\$1.25M
Sports field (~5)	\$1.25M
Toboggan hills (~2)	\$150k
Sub Total (Long Term)	\$37.725M

Overall Total	\$109.075M
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Note that the capital plan outlined assumes investment in sustaining existing facilities will be made on an ongoing basis.

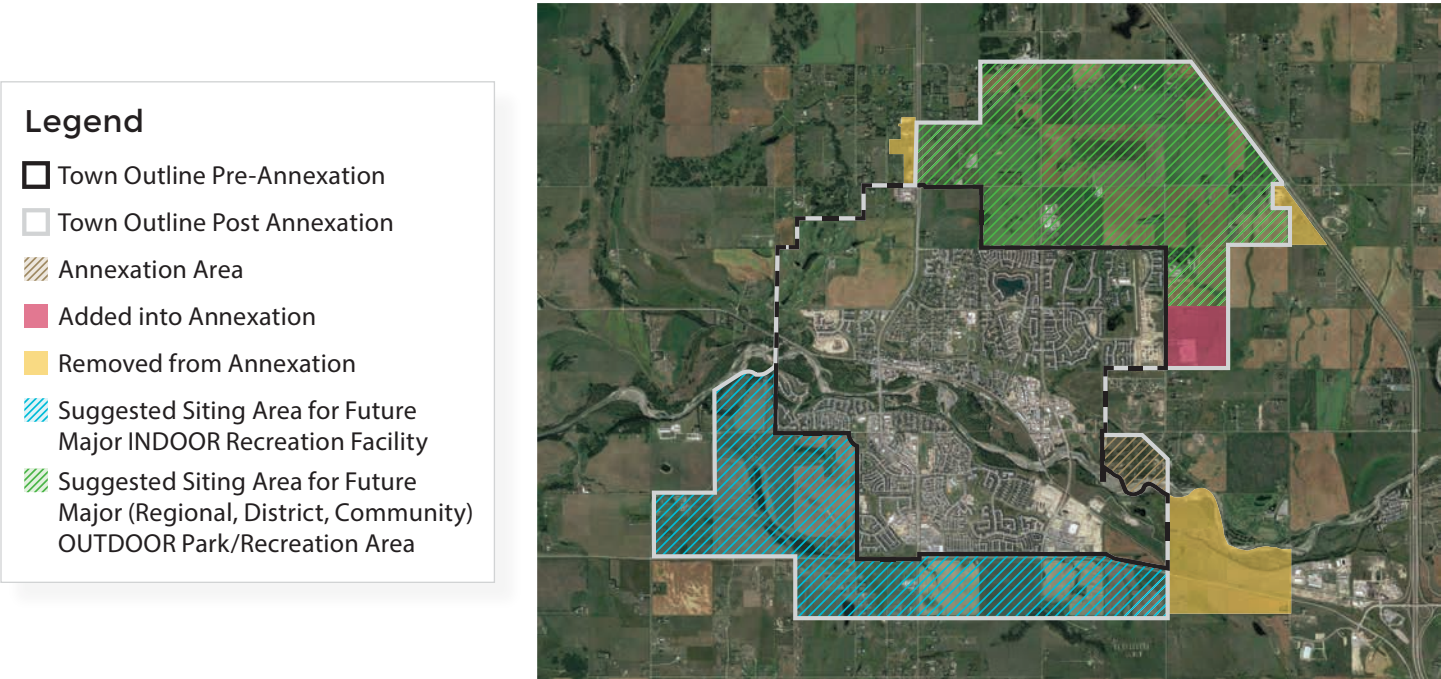


Suggested Siting Areas for Future Major Infrastructure Projects

Although it is recommended that the Town look first at leveraging existing sites when contemplating new development or expansion (as per Strategy #14), future growth of the Town will likely require new sites to be identified for major recreation, parks and leisure infrastructure projects. The following map outlines a suggested high level strategy for the next major outdoor park and/or recreation area and multi-purpose indoor recreation facility.

The areas identified in the map have been identified based primarily on the geographic distribution of current facilities. Siting a future multi-purpose indoor recreation facility in the south annexation area of the community would complement the Okotoks Recreation Centre (located north of the river). Locating a new major parks site or recreation area in the north annexation area would help support future growth in adjacent annexation areas and also balance the provision of outdoor recreation, parks and leisure infrastructure.

Further siting considerations and associated criteria and guidelines are provided in Appendix C. Strategy #25 identifies more specific guidelines related to parks and open space development. Appendix D also provides Indoor Recreation Facility Principles and Guidelines that should inform future projects. These resources should be used when specifically identifying potential sites within the suggested areas illustrated in the accompanying map.



Strategy #19 (Continued)

Benefits of Implementing the Recommended Strategy

- Provides guidance to assist with the future planning and delivery of recreation, parks, and leisure infrastructure assets.
- Identifies optimal strategies to address identified needs.






Pertinent Research

- There is a strong demand for new infrastructure development and enhancement in the community.
- Benchmarking revealed that the Town provides the majority of amenity types at similar levels to that of comparable communities.

Strategic Alignment with Active Alberta

					
Active Albertans	Active Communities	Active Outdoors	Active Engagement	Active Coordinated System	Active Excellence

Strategic Alignment with the Framework for Recreation in Canada 2015: Pathways to Wellbeing

				
Active Living	Inclusion and Access	Connecting People and Nature	Supportive Environments	Recreation Capacity

Strategic Alignment with the Values of the Okotoks Community Visioning 2014

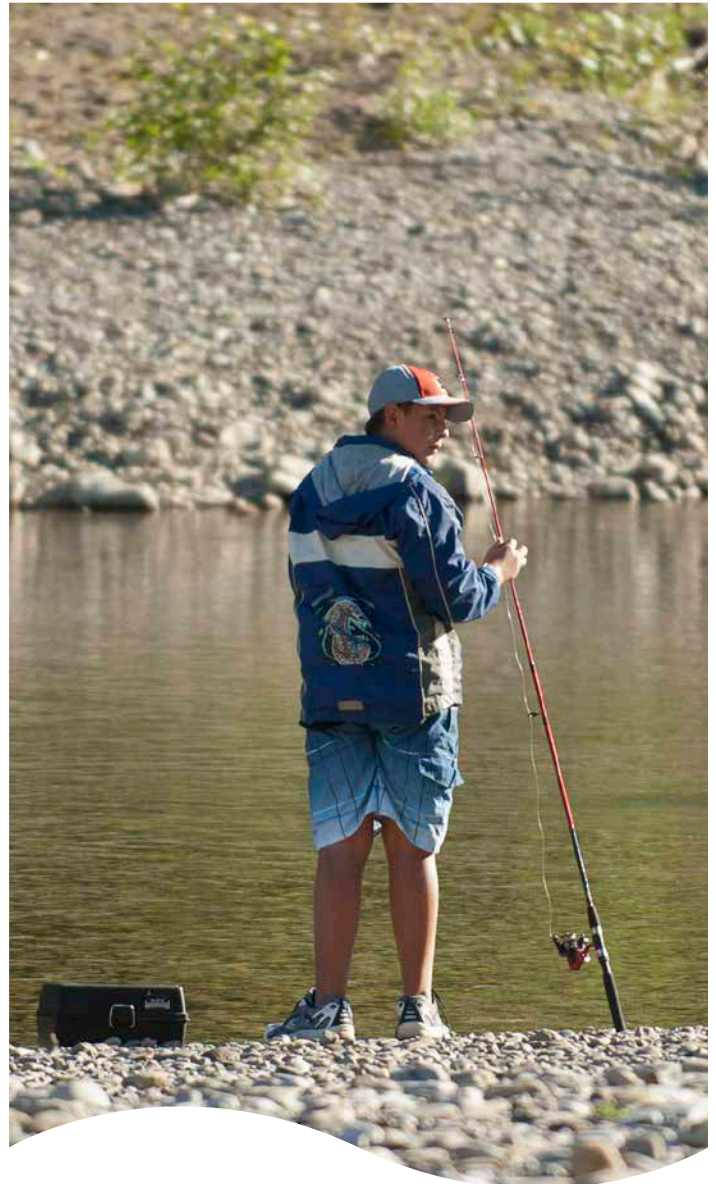
Caring	Complete	Connected	Active, Inclusive + Diverse	Green	Resilient
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Eight

Strategic Focus Area #4: Funding Sources and Strategies

Resourcing the overall provision of recreation, parks, and leisure is an ongoing challenge for municipalities of all sizes, but is especially challenging for growing urban communities such as Okotoks. Funding existing and new opportunities will require the Town to find efficiencies within current operations and identify new and creative sources of funding. The funding of recreation, parks, and leisure also extends beyond simply the collection of money from users through fees and the public through municipal taxes. The management of available lands is a crucial aspect in providing adequate and appropriate spaces for recreation activity to occur.



Traditional Funding Sources

Strategy #20: The Town should create a policy to establish criteria for setting annual user fees (including memberships, rental fees, and drop-in access).

Setting an annual increase in user fees ensures that at minimum, revenue generation will occur in lockstep with inflationary costs. Inputs used to set the annual percentage amount should include:

- Cost recovery (targeted % of expenses recovered through revenues)
- Strategic intent of the Town in the delivery of recreation, parks and leisure opportunities (e.g. desired market/pricing positioning)
- Historical operating expense increases (review 5 to 10 years of expenses)
- User ability to pay (ensure financial accessibility)
- Life-cycle and amenity refreshment budgeting requirements

Should the Town adopt this strategy, current procedures related to the setting of user fees will need to be revisited and adjusted. Communications and dialogue with users is also a key aspect of effectively setting in place the suggested policy. The importance of balancing affordable access for user groups and individuals with the financial viability of Town facilities should be clearly communicated to users along with the Towns intent for market positioning (e.g. achieving a mid-market pricing position within the region).

Benefits of Implementing the Recommended Strategy

- Ensures that revenue generation occurs in lockstep with expenses.
- Development of a policy will embed the practice in ongoing operations and planning.






Pertinent Research

- The propensity of residents and user groups to pay more for access to enhanced facilities varies, suggesting the need for enhanced communications.
- Trends and leading practices suggest that there is a need to ensure appropriate resources exist to ensure long term sustainability (i.e. adequately maintain facilities, fund a capital reserve, etc.).

Strategic Alignment with Active Alberta

					
Active Albertans	Active Communities	Active Outdoors	Active Engagement	Active Coordinated System	Active Excellence

Strategic Alignment with the Framework for Recreation in Canada 2015: Pathways to Wellbeing

				
Active Living	Inclusion and Access	Connecting People and Nature	Supportive Environments	Recreation Capacity

Strategic Alignment with the Values of the Okotoks Community Visioning 2014

Caring	Complete	Connected	Active, Inclusive + Diverse	Green	Resilient
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Strategy #21: The Town should identify tactics and opportunities to further maximize utilization of existing facilities.

A review of utilization data from the State of Recreation, Parks, and Leisure Research Report identified that while the majority of facility and amenity types are well utilized, excess capacity does exist for some facility and amenity types (e.g. sport fields and ball diamonds). The addition of a new ice sheet at the Pason Centennial Centre will help rectify the need for prime time ice, but may also result in increased excess capacity during non-prime hours. To ensure that the Town's investment in existing facilities is optimized, the following tactics are recommended for further exploration.

1. Development of a refreshed allocations policy for all bookable recreation assets.

- » The Policy should investigate the current situation and strive to ensure that:
 - All booked time is being utilized in an appropriate manner
 - User groups are following best practices (e.g. Canadian Sport for Life, Long Term Athlete Development Framework) with regards to their own internal allocations practices.
 - User groups are aligned with the right types of fields for their activity and level of play.
 - New and emerging groups have the opportunity to access appropriate facilities, spaces and amenities.

2. Track and benchmark utilization on an annual basis.

- » Data should be shared with user groups and, where applicable/required, the Town and user groups should discuss opportunities to make more effectively and efficient use of both underutilized and at capacity facilities.

Benefits of Implementing the Recommended Strategy

- Ensures that Town assets are being used in the most appropriate and effective manner.
- Potential to expand revenue by and increase cost recovery by making more efficient use of facilities.
- Ensures that new facility development (or replacement) occurs based on an accurate assessment of need.






Pertinent Research

- Canadian Sport for Life (CS4L) and the Long Term Athlete Development framework are recognized as best practices in sport. CS4L provides guidance in the area of allocation.
- Current allocation practices in Okotoks are historically based.

Strategic Alignment with Active Alberta

					
AA	AC	AO	AE	ACS	APE
Active Albertans	Active Communities	Active Outdoors	Active Engagement	Active Coordinated System	Active Excellence

Strategic Alignment with the Framework for Recreation in Canada 2015: Pathways to Wellbeing

				
Active Living	Inclusion and Access	Connecting People and Nature	Supportive Environments	Recreation Capacity

Strategic Alignment with the Values of the Okotoks Community Visioning 2014

Caring	Complete	Connected	Active, Inclusive + Diverse	Green	Resilient
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Revenue Generation

Strategy #22: The Town should develop a sponsorship and naming strategy for recreation, parks, and leisure assets. The strategy should include the following components:

- **Inventory and valuation of all current assets**
- **Identification of specific opportunities in the market area**
- **Role of the Town and community organizations in pursuing sponsorships**
- **Appropriateness of sponsorship and naming of certain assets**

The development of a strategy for sponsorship and naming may result in the need to update related policies that are in currently in place and/or lead to the development of a comprehensive policy for the sponsorship and naming of recreation and parks assets. It is expected that the Sponsorship and Naming Strategy (when complete) will provide further direction in this area. Strategically and ideally, extra revenues generated via sponsorship and naming of recreation, parks, and leisure assets should be reinvested in recreation, parks, and leisure amenities and services.

Benefits of Implementing the Recommended Strategy

- Identifies revenue opportunities.
- Provides a strategy to optimize and maximize revenue generation related to recreation and parks amenities.
- Ensures that roles and responsibilities for revenue generation are understood.






Pertinent Research

- The Town has successfully procured sponsorship revenue for previous capital projects, but does not have a comprehensive policy.

Strategic Alignment with Active Alberta

					
Active Albertans	Active Communities	Active Outdoors	Active Engagement	Active Coordinated System	Active Excellence

Strategic Alignment with the Framework for Recreation in Canada 2015: Pathways to Wellbeing

				
Active Living	Inclusion and Access	Connecting People and Nature	Supportive Environments	Recreation Capacity

Strategic Alignment with the Values of the Okotoks Community Visioning 2014

Caring	Complete	Connected	Active, Inclusive + Diverse	Green	Resilient
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Strategy #23: Future capital facility development (new facilities and major enhancement of existing facilities) should place a priority on the inclusion of revenue generating spaces.

Resourcing the operations of new facilities and amenities in Okotoks will require the Town and its community partners to be creative and explore all potential revenue sources. As such, new major capital investment undertaken by the Town should strongly consider revenue generating spaces in feasibility and conceptual design phases. Specific opportunities that should be explored include:

- Permanent lease spaces (e.g. food and beverage, sport medicine)
- Revenue positive program spaces (e.g. fitness/wellness)
- Spaces with broader community appeal (e.g. rooms and spaces that have market area rental appeal)

Benefits of Implementing the Recommended Strategy

- Will help ensure revenue generation is optimized at new or enhanced facilities.
- Maximizes public investment in recreation infrastructure.
- Provides space and opportunities for small businesses.






Pertinent Research

- Including revenue generating spaces in recreation infrastructure is an identified trend.
- Consultation findings indicate that the ability to raise significant dollars through an increase in user fees is limited; other sources of revenue will need to be found if new development and initiatives are to proceed.

Strategic Alignment with Active Alberta

					
Active Albertans	Active Communities	Active Outdoors	Active Engagement	Active Coordinated System	Active Excellence

Strategic Alignment with the Framework for Recreation in Canada 2015: Pathways to Wellbeing

				
Active Living	Inclusion and Access	Connecting People and Nature	Supportive Environments	Recreation Capacity

Strategic Alignment with the Values of the Okotoks Community Visioning 2014

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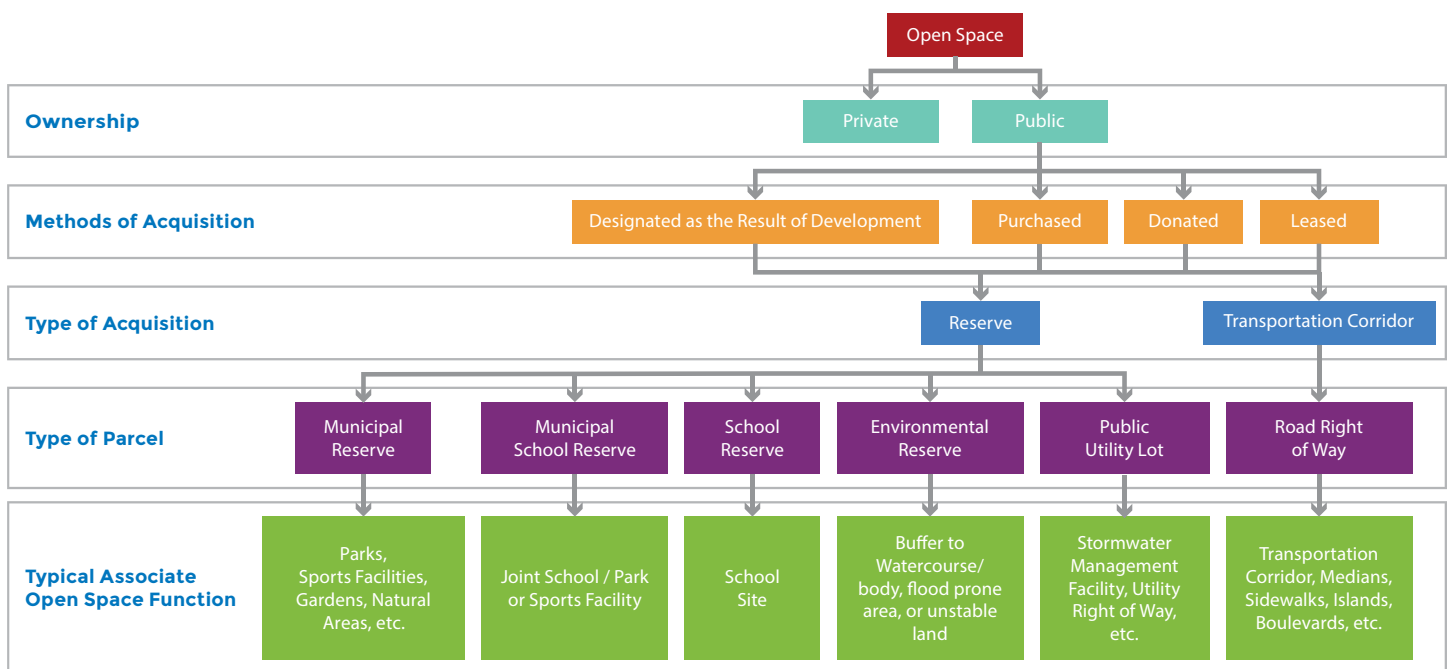
Land Acquisition and Management

Strategy #24: The Town should acquire land beyond Municipal Reserve dedication for recreation, parks, and leisure infrastructure purposes.

Municipal Reserve (MR) lands in the community are at a premium and most fulfill a variety of needs for community infrastructure such as schools, parks, open spaces, trails, and recreation. Although the Town will acquire new MR lands as new development occurs, it is highly unlikely that these will be sufficient to meet future needs. As such, it is recommended that the Town consider purchasing or otherwise acquiring lands for specific recreation infrastructure purposes. Ideally, the identification of required land for recreation should be aligned with capital budgeting and priorities emanating from the Master Plan. Appropriate parcel sizes for different types of recreation amenities are discussed in Appendices A and B.

The Town should also look to maximize Municipal Reserve dedication and other provisions as outlined in the Municipal Government Act to acquire lands for recreation, parks, and leisure purposes. Furthermore, the Town can utilize the suggested parks classification system and recreation facility site guidelines to most efficiently and effectively allocate and plan to use available lands. The acquisition, via means such as purchase or repurposing surplus lands, of additional land will be necessary to meet future recreation, parks, and leisure needs as the community grows. There may also be opportunities for the Town to dedicate land uses traditionally considered as Municipal Reserve into different reserve categories to maximize recreation, parks, and leisure opportunities. For example, new lands for trails could be considered part of the transportation network and outside Municipal Reserve calculations. The Town will need to develop a strategy to fund the acquisition of land and maintain an appropriate land reserve fund. It may be warranted for the Town to develop a land management strategy that encompasses recreation and parks as well as other areas of municipal service provision. Other options to fund land acquisition, beyond establishing a dedicated land reserve fund, could include the town having an active role in marketing and improving land for sale (speculation and/or land development).¹

The following graphic illustrates a suggested approach to aligning land acquired through Municipal Reserve and other methods (including purchase) with appropriate functional areas of parks and open space provision.



¹ Note that, although the Town has acted as a lead developer in commercial/industrial applications, the establishment of a land development business unit meant to generate funding for recreational land acquisition for the Town would require significant investment and political will/approval.

Strategy #24 (Continued)


Benefits of Implementing the Recommended Strategy

- Ensures that suitable and appropriate land is available for future projects.

Pertinent Research

- Growth of the community is occurring rapidly and demand for new infrastructure is high.
- Existing recreation sites are unlikely to have sufficient land capacity to meet all future project needs.

Strategic Alignment with Active Alberta

					
Active Albertans	Active Communities	Active Outdoors	Active Engagement	Active Coordinated System	Active Excellence

Strategic Alignment with the Framework for Recreation in Canada 2015: Pathways to Wellbeing

				
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Strategic Alignment with the Values of the Okotoks Community Visioning 2014

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Strategy #25: The parks and open space vision, guidelines, and principles should be incorporated into existing practices and considered during future land acquisition. *An Open Space Development Checklist is provided in the appendices.

Parks and Open Space Vision

Open space is an integral component of the urban fabric. Conscientiously designed municipal open space systems can improve the quality of life of residents and enhance the appeal of a community. More specifically, potential benefits of an open space system include:

Recreation:

- Providing opportunities for passive and active recreation, with a secondary benefit of improving physical and mental health.

Transportation:

- Enhancing the transportation network by providing opportunities for non-motorized transportation, with a secondary benefit of reduced carbon emissions.

Economic:

- Close proximity to passive use parks and aesthetic open space areas/streetscapes can enhance property values and tax revenues and can serve as an attraction to tourists.

Aesthetic:

- Beautifying a community through streetscape improvements, parks, and open spaces

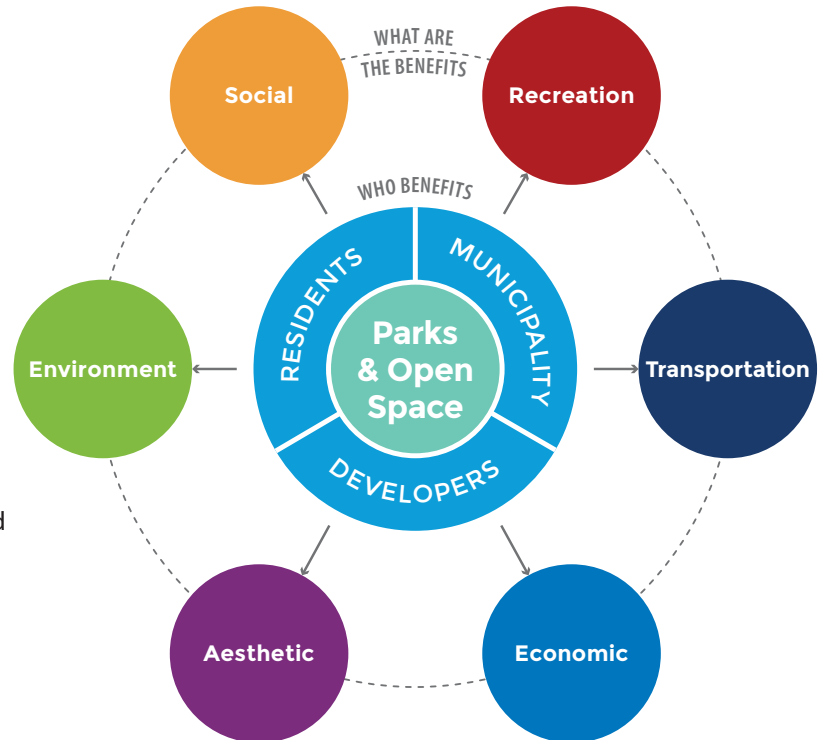
Environment:

- Open space can contribute to ecological diversification and habitat protection/creation
- Open space and the vegetation within can be an effective tool for storm water management by slowing and reducing runoff volume (can improve flood control) and improving water quality.
- Plants can help mitigate CO2 emissions through photosynthesis and absorb pollutants.

Social:

- Provides spaces where people of various ages, economic standing and cultural background can gather in small or large groups either informally or formally. Bringing people of different walks of life together in a common pursuit can also have the secondary benefit of breeding tolerance and understanding for people's differences.
- Parks and natural(ized) areas can help educate children on ecosystems and natural processes and can enhance creativity and serenity.

By offering residents improved quality of life, proximity to open space systems can also contribute to the saleability and value of properties and can also be a contributing factor in attracting new resident and even tourists to a municipality.



Open Space Principles

Six open space principles are identified to help achieve the open space vision. The principles are a set of values that should be considered when acquiring, planning or developing open space.

The principles are defined in the following, with guidelines for the implementation of the principles located in a subsequent section.

1. **Strategically acquire open space.**

The Town should actively plan for the future acquisition of open space, via Municipal Reserve dedication, purchase, and other means (e.g. land swaps), to ensure the open space supply and location can best serve residents of Okotoks. The Town should inventory current and projected Municipal Reserve lands utilizing the revised parks classification system to identify gaps.

2. **Ensure diversity in the open space system.**

Okotoks's open space system should include a range of functions and aesthetics to offer residents more choice and variety when selecting their open space experience.

3. **Design open spaces based on current and anticipated demand.**

Demographics and recreation trends evolve with time. Open space acquisition and design should look beyond the current needs of residents to consider ways of planning for future open space requirements.

4. **Create an open space system that is accessible to all residents of Okotoks regardless of age, ability or finances.**

Recreation can improve physical and mental health. Okotoks's open space system plays a huge role in offering residents recreational opportunities and should therefore be developed to include a variety of opportunities for people of all ages— young children, youth, adults and seniors. Facilities should also accommodate people with both physical and mental disabilities, wherever possible. If pay per use facilities are necessary, options should be considered for how people with limited financial means can be included (i.e. reduced fees, free days, etc.).

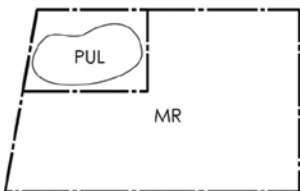

5. **Design for efficiency.**

The ease of maintenance, operation, access and use must be an important consideration when planning open space.

6. **Design open space with natural resource protection in mind.**

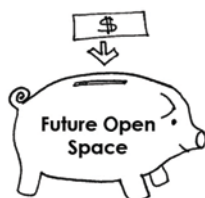
Environmental stewardship can be applied throughout all phases of the park development from site selection to the ongoing maintenance of the park.

Open Space Guidelines

Principle #1: Strategically acquire open space.	
<p>1.1 Consider adjoining municipal reserve with PULs to maximize open space.</p> 	<p>Public utility lots (PULs) serve a utilitarian function by providing a public utility (water, power, gas, stormwater management, etc.). In contrast, municipal reserves (MR) provide amenity, whether the parcel is developed or not. Consider acquiring MR that abuts or surrounds a PUL to extend the perceived size of the MR space.</p>
<p>1.2 Supplement reserve dedication if necessary to achieve desired open space.</p> 	<p>The reserve dedication requirements of the Municipal Government Act is a minimum legislated standard, and does not include land dedicated for environmental reserves or public utility lots. The function of a park development, and related special and location needs, may require the acquisition of land in addition through means other than reserve dedication. The funds necessary to acquire the land may be obtained in part from a variety of potential sources including money taken when all, or a portion of, MR is not taken, fee simple (purchasing the land outright), through easements (in the case of greenways), land trusts (willed), donation, or increased MR dedication requirements.</p>

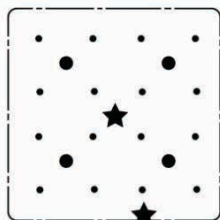
Principle #1: Strategically acquire open space.

1.3 Create an Open Space savings account for funds taken in lieu of reserve dedication.



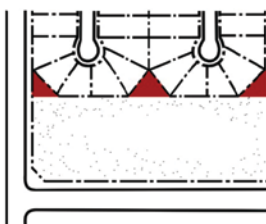
In the event that cash in lieu of all or part of the municipal reserve is being taken, the money should be used to develop or remediate existing and proposed municipal reserves. Ideally this would largely include the active acquisition of lands that will form part of the open space system (i.e. trails), protect natural or sensitive lands that have not been or cannot be designated as ER, as well as the acquisition of land to form a larger community level park. **It is not recommended that cash in lieu be accepted in residential areas, but may be considered in special circumstances or as a last resort measure..**

1.4 Strategically distribute open space resources throughout the Town.



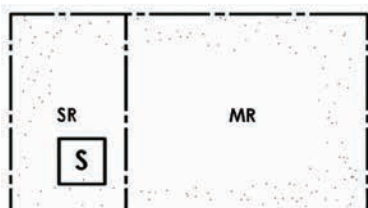
When allocating reserves, consideration should also be given to (a) the distribution of amenities throughout the Town, (b) an increased willingness to travel for specialized recreation opportunities, as well as (c) the intended user group (i.e. access without reliance on a car for youth, seniors, etc.).

1.5 Do not accept undesirable reserve dedications.



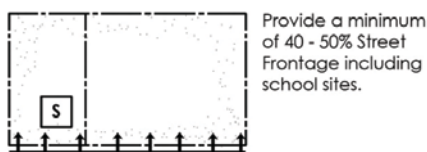
Open space that is difficult to program due to size, location or configuration should not be accepted as part of the 10% reserve dedication.

1.6 Locate neighbourhood parks centrally within a neighbourhood, ideally adjacent to a school.





Centrally locating a park within a neighbourhood enhances its accessibility for residents within the neighbourhood. By having the open space adjacent to a school, open space resources can be shared, creating a larger park destination with more features to serve the neighbourhood and school children.

1.7 Ensure a minimum amount of street frontage of 40 – 50%.

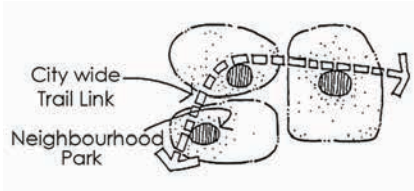
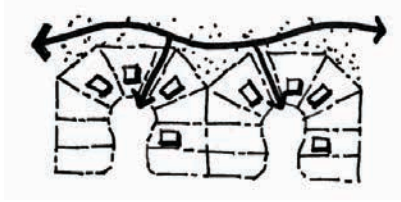


A municipal reserve should have street frontage. This provides increased access and visibility into the site which in turn may enhance safety through informal monitoring of the site.

Principle #2: Ensure diversity in the open space system.

<p>2.1 Design sites to be multi functional.</p>	<p>Multi functional as well as unprescribed spaces are recommended where appropriate to accommodate a wide range of users. This is not to say that open space should be without a function, to the contrary, at the time of acquisition the purpose of the open space should be recognized.</p>
<p>2.2 Consider variation to traditional playgrounds.</p>	<p>The Town has a high proportion of playgrounds of similar form and function. The Town is therefore encouraged to develop sites using innovation and creative approaches to site development and the accommodation of use. For example, to accommodate play, a playground is not necessarily needed. Children are often equally amused by climbing on large rocks, exploring a forested region, etc. Alternative to traditional play structure may also include tricycle parks or simply unique playground equipment. Whether or not the site is developed in a traditional manner, caution must be taken to ensure that the safety of the site is addressed.</p>
<p>2.3 Design for the seasons.</p>	<p>Alberta has four very distinct seasons. The design of open spaces should recognise the limits and constraints associated with each season to maximise the comfort of users. For example, for winter comfort provide wind breaks to minimise cold winter winds, proper drainage to reduce the build up ice, vegetation to reduce glare, and lighting to facilitate use. For summer, provide trees for shade, water bodies for evaporative cooling, etc. Designing for the seasons also consists of provisions for seasonal use. For example, with proper snow cover, a field can be used as a cross country ski area, a pond could be use used for ice skating, etc.</p>
<p>2.4 Design for the senses.</p>	<p>Parks and open spaces should not only meet the intended function, but should consider appealing where appropriate to the senses. For example, a park may have a sculptural element that chimes in the breeze or an area where aromatic flowers are planted for people to enjoy.</p>
<p>2.5 Design for people first, and cars secondly.</p> 	<p>Utilize principles of urban design to improve the pedestrian function and feel of a street. Principles and recommendations outlined in the Town's Active Transportation Strategy should also be integrated into design and management practices. It is suggested that the Town:</p> <ul style="list-style-type: none"> • Identify (inventory) current safe routes • Define future safe routes • Identify a desired level of maintenance that is the same or better than that given to vehicular roadways
<p>2.6 Consider a range of open spaces from natural to urban.</p> 	<p>Provide a variety of types of open spaces from natural areas to parks and recreation facilities, and streetscapes and urban plazas.</p>

Principle #3: Design open spaces based on current and anticipated demand.		
3.1	Be realistic about need for parking to avoid potential conflicts with neighbours.	Parking must be accommodated where vehicular demand generate by the open space cannot be reasonably accommodated on streets.
3.2	Consider the redesign, repurposing or expansion of existing under-used open spaces.	The Town should consider the redesign or expansion of existing under-used open spaces, based on current and anticipated future needs of residents.
3.3	Consider vacant downtown site(s) as potential public gathering space(s).	The Town should examine vacant parcels within the downtown area and identify options for the development of a central plaza/ park which could be used for special events.
3.4	Recognize the demographics of Okotoks.	Facilities for residents under 20 are in immediate demand and must consider infrastructure for teens and young adults, in addition to children.

Principle #4: Create an open space system that is accessible to all residents of Okotoks regardless of age, ability or finances.		
4.1	Ensure functional internal trail connections and external linkages	Trails within a site should ensure adequate connections and circulation both to features and amenities on site as well as to connect with pathways and functions bordering the site, wherever appropriate.
4.2	Create an interconnected system of Open Spaces linked with greenways	Open space should be viewed as a cohesive entity, running through and uniting and providing access to various areas and functions of the Town matrix. Open space should therefore be linked together where possible by trails.
	 <p>The diagram illustrates a network of open spaces. It shows several irregular shapes representing parks or green spaces. A dashed line, labeled 'City wide Trail Link', connects these spaces. One specific area is labeled 'Neighbourhood Park'.</p>	
4.3	Create access to trail system at the neighbourhood level.	Residents of a neighbourhood have easy access to a trail system as a source of transportation and recreation.
	 <p>The diagram shows a residential area with several houses. A trail system, represented by a solid line with arrows, runs through the area. Arrows indicate the direction of travel and access points into the residential blocks.</p>	
4.4	Provide greenway connections to and from major public destinations both within and outside the Town limits.	<ul style="list-style-type: none"> • Link residential areas and open space amenities and major public destinations including parks, hospitals, schools, shopping centres, downtown core, recreation facilities, etc. • Consider creating trail linkages (on road or off) in conjunction with new roadway developments. • Connect major open space resources within the Town as well as in the region.
4.5	If fencing is necessary, provide opening and frequent intervals.	In situations where the use of a site can be accommodated safely without fencing, it is recommended that open spaces are not fenced to allow for greater site accessibility. If fencing is necessary, openings should be provided at regular intervals, especially at major access points such as intersections, walkways, etc.

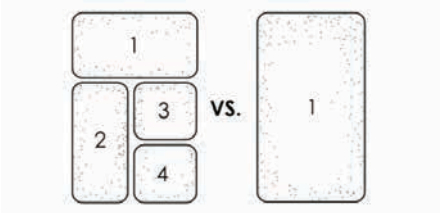
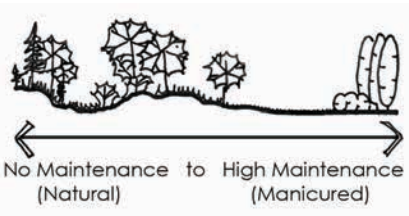
Principle #4: Create an open space system that is accessible to all residents of Okotoks regardless of age, ability or finances.

<p>4.6 Strive to create an open space network which is usable by all and which facilitates inclusion and access.</p>	<ul style="list-style-type: none"> • Design open spaces and trails to accommodate people of all ages and ability levels (i.e. varying levels of eye sight, ambulatory ability and hearing). This applies to infrastructure, site furniture, and elements adjacent to areas of use that have an effect on use (i.e. trees to reduce glare, topography that avoids build up of snow, etc.). • Spaces should be welcoming to all people. • Recognize that the accessibility standards often list minimum operational standards as opposed to ideal. • Greenways should be designed to accommodate a variety of users. Single use trails can be permitted, but should be supplementary to the primary greenway system.
<p>4.7 Consider ways of facilitating use.</p>	<ul style="list-style-type: none"> • Open space should include features that support the intended use. For example: <ul style="list-style-type: none"> » Sports fields should consider sufficient parking, user amenities (e.g. washroom facilities), proximity to play areas for sibling not participating in sports » Shopping districts where pedestrian activity is anticipated may consider dog tether locations where tethering can occur safely and away from the flow of circulation, etc. » Non traditional amenities in high use urban outdoor area such as lockers to store purchases, roller blades, picnic lunches, umbrellas, etc. » Play areas with adjacent fitness equipment for parents to use while their children are playing, » Other innovative ways of supporting the intended and alternate use of the site.
<p>4.8 Open space should form an integral part of major facilities (i.e. recreation facilities, hospitals, etc.) and should consider opportunities to support the facility.</p>	<ul style="list-style-type: none"> • Open space, including greenways, should form an integral part of the design of recreation facilities. Methods of integrating open space may take the form of a courtyard, roof garden, terraces, or buildings that can be opened up to the outdoors to provide an expanded amenity (i.e trail system, indoor/outdoor gym, etc.). The function of the adjacent open space should be complementary in function to the associated facility(ies). • Open space should be located adjacent to and/or linking with hospitals to provide opportunities for staff and patients to enjoy the outdoors. Careful consideration should be given to the landscaping of such open spaces in order to safely accommodate users with a variety of physical and mental constraints. These spaces should also be designed to evoke a sense of peace, hope and an area for tranquil reflection (i.e. a fountain to mask background noise).
<p>4.9 Open space should be accessible to people from their workplace.</p>	<p>Open space should not only be accessible to people from home, but also from where they work. People should be able to access a greenway and/or a place to sit outdoors on a bench over their lunch break. Medium to high density non-residential developments in particular should be examined for opportunities to accommodate the aforementioned opportunities.</p>

Principle #4: Create an open space system that is accessible to all residents of Okotoks regardless of age, ability or finances.

4.10 Design recreational opportunities for various levels of expertise.	When appropriate, recreational opportunities should be provided to accommodate various levels of experience. For example, when there is the sufficient need, sports fields ranging in size from mini to regulation should be provided. Centres of excellences may also be provided, if the need is there and if equitable partnerships can be formed, however public amenities should always take precedent over more elite or privately focused opportunities.
4.11 Design and maintain sites with user safety and the principles of Crime Prevention through Environmental Design (CPTED) in mind.	Sites should be designed and maintained to promote safe use and should consider safety for people of all ages and ability at different times of the day/night.
4.12 Consider non-motorized transportation options (active transportation).	The network of sidewalks and trails provides infrastructure necessary to facilitate a walkable community. Multi-use trails are a great resource for a community however they may need to be supplemented with properly designed on road bike lanes. In considering bike lanes, it is imperative that safety be the driving force behind the design, and that the community's transportation system is designed as a cohesive system which includes safe crossings, dedicated lanes designed for safe passage and multi-use trails.

Principle #5: Design for efficiency.

<p>5.1 Consolidate open space resources,</p> 	Generally speaking, larger sites (especially those including clusters of similar amenities) are recommended as being more efficient in terms of overall development and maintenance costs than smaller sites. Pocket parks should only be considered for neighbourhoods where the lot size or targeted demographics is such that outdoor amenity space would inadequately serve residents. The intention otherwise would be to utilize the municipal reserve to create/ supplement a neighbourhood level park.
5.2 Allocate resources prior to the construction of open spaces.	<ul style="list-style-type: none"> • Open spaces require a significant amount of capital and human resources to maintain the site to a safe and aesthetically pleasing level. It is therefore important that the life cycle budgeting and human resource requirements of a site are understood and can realistically be achieved prior to the construction of the site. • Once constructed, staffing levels should be monitored and supplemented where necessary to make sure the needs of users are being met and spaces are being maintained to adequate levels. Volunteerism should be considered, where possible, to reduce operational costs
5.3 Form partnerships, where appropriate, to develop/ share resources.	Potential sources of partnerships may include school boards, private service clubs, health care facilities, etc.
<p>5.4 Prioritize maintenance.</p> 	Not all open spaces and trails need to be maintained to the same level. Open space and the trails within them should be prioritized so that resources are directed to high use areas first. For example, winter maintenance and snow clearing should first consider primary trails and parking lots, plazas, etcetera in community level parks. In contrast, pocket parks and secondary trails may not even warrant clearing.

Principle #6: Design open space with natural resource protection in mind.

<p>6.1 Consider environmentally friendly options.</p>	<ul style="list-style-type: none"> • Environmentally friendly options should be considered for the design, construction and maintenance of open space, including but not limited to: <ul style="list-style-type: none"> » Minimize disturbance to healthy sites/vegetation. » Restore damaged sites. » Use flexible, living materials where possible (i.e. vegetation to stabilize banks, green walls to retain slopes, green roofs as opposed to shingles, etc.). » Protect water bodies (ER, buffers, conservation easements, etc. » Reduce pavement/use permeable paving » Use recycled and/or local materials » Minimize the dependency on resources such as fuel, electricity, water, etc. Use alternative sources of power where possible (solar, wind, etc.). » Minimize noise pollution between sites using green options. » Minimize light pollution by avoiding upward lighting, illuminate desired use areas only, using the correct amount of wattage/lighting, reducing the time an area is lit, and having designated light free or dark sky areas. » Maintain the site using sustainable, chemical free options, where feasible.
<p>6.2 Plant vegetation to enhance comfort and aesthetics.</p>	<p>Open Space should include trees and other vegetation, where possible, to enhance the aesthetics of a site as well as the comfort of users by creating wind breaks, providing shade and reducing glare.</p>
<p>6.3 Recognize the value of mature trees.</p>	<ul style="list-style-type: none"> • Mature trees have a multitude of benefits including: <ul style="list-style-type: none"> » Absorbing CO₂ (and other pollutants) and releasing oxygen back into the air, preventing soil erosion, reducing demand for watering of shaded turf, etc. » Enhancing the aesthetic and user comfort of a site. » They provide a canopy and habitat for wildlife.
<p>6.4 Consider sustainable community projects such as orchards, community gardens, composting, farmers markets etc.</p>	<p>Orchards and community gardens can be useful tools in promoting sustainability, health and community spirit. Unlike community gardens, orchards should only be created if demand exists and a plan is in place for the ongoing utilization of produce. Other sustainable initiatives could be developed in conjunction with community gardens, such as rain harvesting and composting.</p>
<p>6.5 Reduce waste while improving recycling.</p>	<p>The Town's Waste Management Plan provides guidance as to how to reduce and manage waste in parks and open space areas.</p>

Principle #6: Design open space with natural resource protection in mind.

6.6 Consider wildlife and, wherever possible, minimize the loss of natural environment.

- Wherever possible, large parcels or corridors of wildlife habitat should be conserved in order to facilitate wildlife movement.
- Whenever appropriate, development should occur on sites or portions of sites that are not environmentally sensitive. In cases where it is impracticable to maintain natural features, the developer should compensate by replanting or restoring a similar area nearby.
- Wherever possible, landscape plans should enhance, expand or create wildlife habitats.
- Wherever possible, maintain pathway corridors in developed areas.
- In the case of the river valley, balance needs to be struck between conserving natural areas and providing recreational access to the river and the valley

6.7 Maintaining natural processes.

Development should not alter the natural drainage patterns or significantly increase runoff. Construction practices should minimize erosion and sedimentation in stormwater runoff. Principles of Low Impact Development (LID) should be considered for stormwater management including bioswales, rain gardens, and bioretention areas. Sustainable development practices should also be incorporated wherever possible to mitigate natural events (e.g. fire, floods).

Benefits of Implementing the Recommended Strategy

- Provides guidance to help the Town plan and manage outdoor space assets in the most effective manner.
- Creates alignment with best practices in outdoor space provision.

Pertinent Research

- Recent and projected growth of the Town will result in an expansion of the outdoor asset base in the community (through the collection of MR and other lands).
- Best practices and trends support the need to ensure diversity of outdoor spaces and place a premium on sustainability.
- Affordability is an identified barrier in the community; quality outdoor space provision is key to ensuring that no/low cost opportunities exist.

Strategic Alignment with Active Alberta



Active Albertans



Active Communities



Active Outdoors



Active Engagement



Active Coordinated System



Active Excellence

Strategic Alignment with the Framework for Recreation in Canada 2015: Pathways to Wellbeing



Active Living



Inclusion and Access



Connecting People and Nature



Supportive Environments



Recreation Capacity

Strategic Alignment with the Values of the Okotoks Community Visioning 2014

Caring

Complete

Connected

Active, Inclusive + Diverse

Green

Resilient

Nine

Implementation and Performance Measurement

There are 25 strategies contained in this Master Plan, each with a variety of tactics and considerations articulating why and how these strategies can be furthered. As Town administration looks to implement all or some of these strategies, success will depend on the availability of resources and the ability to leverage partnerships and external support specific to each item. That being said, the following table outlines a potential approach to plan implementation from an operational perspective.

Strategy		Short Term Incremental Operational Impact	Mid Term Incremental Operational Impact	Long Term Incremental Operational Impact
Strategic Focus Area #1: Delivery System Analysis and Enhancement—Governance, Decision Making, and Operations				
1	The Town should continue to utilize a spectrum of delivery approaches in the provision of recreation, parks, and leisure opportunities.	\$0	\$0	\$0
2	The Town should set specific and measurable targets for Town provided recreation, parks, and leisure infrastructure and programs.	\$0	\$0	\$0
3	The Town should develop a systematic process for gathering regular and ongoing feedback from a representative group of the community who are mandated with an advisory and advocacy role. Specifically, this representative group will provide a community lens from a recreation, parks, leisure perspective.	\$0	\$0	\$0
Strategic Focus Area #1: Delivery System Analysis and Enhancement—Partnerships				
4	The Partnership Assessment Framework (presented herein) should be used by the Town when evaluating potential partnerships.	\$0	\$0	\$0
5	The Town should continue to support community organizations with a focus on the following key areas: <ul style="list-style-type: none"> • Organization capacity building • Sustainability planning • Event hosting (e.g. competitions and tournament, “Sport Tourism”) 	\$10k – \$20k	\$10k – \$20k	\$10k – \$20k
6	The Town should increase its efforts to foster volunteerism in Okotoks.	\$10k – \$20k	\$10k – \$20k	\$10k – \$20k
Strategic Focus Area #1: Delivery System Analysis and Enhancement—Community Dialogue				
7	The Town should develop and implement an ongoing community input process for recreation, parks, and leisure service delivery.	\$0	\$20k – \$30k	\$0
Strategic Focus Area #2: Opportunities and Programs—Reducing Barriers to Participation				
8	The Town should sustain and enhance existing financial support programs and identify opportunities to expand awareness of these, and similar programs, available to residents.	\$5k – \$10k	\$5k – \$10k	\$5k – \$10k
9	Town recreation, parks, and leisure services should prioritize social inclusiveness to meet the needs of a growing, evolving and diversifying community.	\$5k – \$10k	\$0	\$0

Strategy		Short Term Incremental Operational Impact	Mid Term Incremental Operational Impact	Long Term Incremental Operational Impact
Strategic Focus Area #2: Opportunities and Programs—Programming Focus Areas				
10	The following programming focus areas should be a priority for the Town in the short term. <ul style="list-style-type: none">• Outdoor skill development for youth and teens• Fitness and wellness programming of all ages and ability levels• Non-competitive/recreational sports for youth, teens and adults• Multi-generational opportunities• Seniors recreation and active living programs• Programming for populations facing barriers to participation (physical, financial, social)	\$0	\$0	\$0
11	The Town should enhance the use of data and consultation findings, as well as social inclusion considerations, in program design, costing, and scheduling.	\$0	\$5k – \$10k	\$5k – \$10k
Strategic Focus Area #2: Opportunities and Programs—Promotions and Marketing				
12	The Town should develop and execute a formal marketing and promotions strategy with a focus on the following themes: <ul style="list-style-type: none">• Benefits of participation in recreation, parks, and leisure activities• Awareness of existing recreation, parks, and leisure programs and opportunities• Celebration of successes related to recreation, parks and leisure	\$10k – \$20k	\$5k – \$10k	\$5k – \$10k
Strategic Focus Area #3: Recreation Infrastructure—Infrastructure Priorities and Future Decision Making Approaches				
13	The Town should place a priority on sustaining current infrastructure before new development is undertaken.	Target reserve allocation of 1 – 2% capital replacement value.		
14	When investing in new infrastructure, leverage existing facilities and spaces where feasible.	\$0	\$0	\$0
15	The Amenity Prioritization Framework (presented herein) should be used to rank potential recreation, parks, and leisure infrastructure projects.	\$0	\$0	\$0
16	The Town should focus on the ranked recreation amenities. It is suggested as a standard practice that the recreation amenities be re-ranked every 5 years. Re-ranking of the recreation amenities may also be required if new information becomes available (e.g. partnership opportunities, changes to current provision levels) or as decision making is required.	See Capital Program.		
17	The Planning Process Framework and Facility Condition Index should be utilized by the Town when making decisions related to major capital investment in recreation, parks, and leisure infrastructure. These tools should also consider, and be used as an input towards, the Town’s asset management programs.	\$0	\$0	\$0
Strategic Focus Area #3: Recreation Infrastructure—Inventory Management and Amenity Strategies				
18	The enhanced parks and open space classification system and hierarchy should be implemented by the Town and used to organize its asset base of these valuable community amenities.	\$0	\$0	\$0
19	The Town should consider the recreation, parks and leisure amenity strategies to guide the management of existing assets and future planning.	See Capital Program.		
Strategic Focus Area #4: Funding Sources and Strategies—Traditional Funding Sources				
20	The Town should create a policy to establish criteria for setting annual user fees (including memberships, rental fees, and drop-in access).	\$0	\$0	\$0
21	The Town should identify tactics and opportunities to further maximize utilization of existing facilities.	\$0	\$20k – \$30k	\$0

Strategy		Short Term Incremental Operational Impact	Mid Term Incremental Operational Impact	Long Term Incremental Operational Impact
Strategic Focus Area #4: Funding Sources and Strategies—Revenue Generation				
22	The Town should develop a sponsorship and naming strategy for recreation, parks, and leisure assets. The strategy should include the following components: <ul style="list-style-type: none"> • Inventory and valuation of all current assets • Identification of specific opportunities in the market area • Role of the Town and community organizations in pursuing sponsorships • Appropriateness of sponsorship and naming of certain assets 	\$0	\$30k – \$40k	\$0
23	Future capital facility development (new facilities and major enhancement of existing facilities) should place a priority on the inclusion of revenue generating spaces.	\$0	\$0	\$0
Strategic Focus Area #4: Funding Sources and Strategies—Land Acquisition and Management				
24	The Town should acquire land beyond Municipal Reserve dedication for recreation, parks, and leisure infrastructure purposes.	Unknown	Unknown	Unknown
25	The parks and open space vision, guidelines, and principles should be incorporated into existing practices and considered during future land acquisition.	\$0	\$0	\$0

From a capital perspective, the following table outlines expected capital expenditures for the Town moving forward assuming a medium growth scenario. It is important to note that the table below does not include prudent capital replacement/life cycle budgeting (target reserve allotment of 1 – 2% of capital replacement value) nor investment in amenities such as new playgrounds, trails, open spaces, and park furniture as these items are expected to be capitalized through the development process. The costs outlined also do not include land acquisition costs.

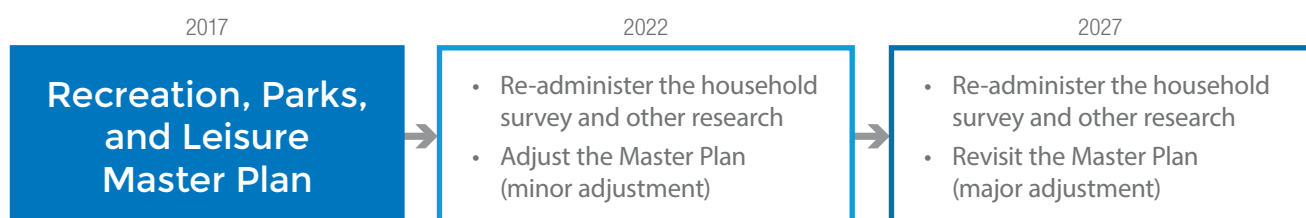
Project	Short Term Capital Impact	Mid Term Capital Impact	Long Term Capital Impact
Indoor child playgrounds	\$1M		
Gymnasium type spaces	\$7M		
Climbing gyms	\$1.5M		
Toboggan hills	\$75k		
Beach volleyball courts	\$75k		
Community gardens (sites)	\$25k		
Dog off leash areas	\$250k		
Ball diamonds (~2)	\$500k		
Natural surface field (~2)	\$500k		
Artificial surface field	\$1.5M		
Leisure swimming pools		\$20M	
Seniors centres		\$2M	
Youth centres		\$2M	
25m swimming tanks		\$10M	
Ice arena facilities		\$15M	
Event spaces (e.g. amphitheatres)		\$1M	
Day use areas (with BBQs and cook shelters)		\$25k	
Water spray parks		\$1.5M	
Pickleball courts		\$250k	
Campgrounds		\$1M	
Toboggan hills (~2)		\$150k	
Outdoor boarded skating rinks		\$750k	
Skateboard parks		\$1M	
Tennis courts		\$250k	
Track and field spaces		\$1.5M	

Project	Short Term Capital Impact	Mid Term Capital Impact	Long Term Capital Impact
Ball diamond (~2)		\$1.25M	
Sports field (~2)		\$1.25M	
Leisure ice surfaces (non-hockey)			\$2M
Walking/running tracks			\$1M
Community hall/banquet facilities			\$8M
Indoor field facilities (# of surfaces)			\$8M
Curling rinks			\$8M
Outdoor pools			\$7M
Speed skating ovals			\$750k
Bike skills park			\$250k
Beach volleyball courts			\$75k
Ball diamond (~5)			\$1.25M
Sports field (~5)			\$1.25M
Toboggan hills (~2)			\$150k
Total	\$12.425M	\$58.925M	\$37.725M

As mentioned, the level to which each of these capital and operational strategies are achieved will be a product of available resources, partnership leverage and political will. Successful implementation of this Master Plan will be a function of how many of these directions and projects are implemented. That said, success will also be measured by overall enhancement to the current state of recreation, parks, and leisure services and activity in the Town. In order to measure and monitor Plan implementation, the following key performance indicators are proposed in addition to “checking the box” of the actual Strategies provided herein (i.e. developing a policy or building infrastructure). Where available, current benchmarks have been identified in order to provide a benchmark for the measurement of future success.

1. **Level of resident satisfaction** with recreation, parks, and leisure opportunities and services (2016: 33% very satisfied with indoor and 44% very satisfied with outdoor opportunities)
2. **Reduction of barriers to participation** (2016: 38% of residents stated “admission fees into facilities” was a barrier followed by 35% indicating “fees to join a program” and 35% indicating “hours of operation” as barriers)
3. Overall **number of programs or opportunities supported by the Town** offered directly by the Town of with town support via subsidized access to facilities, grants, etc.
4. Overall **number of community events supported by the Town** offered directly by the Town of with town support via subsidized access to facilities, grants, etc.
5. Overall **number of new programs or opportunities available to residents** in the Town
6. Overall **visitation/utilization at existing facilities or spaces** (2016: the aquatics centre was used to 81.5% capacity, arenas were used to 96% capacity, the gymnasium at the Recreation Centre was used to 63% capacity, Town ball diamonds were used to 28% capacity and Town fields were used to 7% capacity)
7. Overall **number of partnerships the Town is involved in for the delivery of recreation, parks, and leisure**
8. Overall **number of volunteer/non-profit groups accessing Town supports**

Measurement of these indicators will occur through a combination of ongoing dialogue with the public and stakeholders, observed utilization at facilities and spaces, and in the internal processes and protocols followed by Town staff and decision makers. It is important to note that this Plan, and the strategies within it, are based upon the state of recreation, parks, and leisure in 2016. As new information becomes available and as the Town progresses on implementing the strategies outlined herein, research data and community engagement will need to be refreshed and the Plan will need to respond to current market conditions. For this reason, the following planning cycle is proposed.



Appendices



A: Detailed Parks and Open Space Classification System and Hierarchy	73
B: Indoor Recreation Facility Site Guidelines	79
C: Open Space Development Checklist	80
D: Indoor Recreation Facility Principles and Guidelines	82
E: Example of How to Use the Service Delivery Approach Model	85


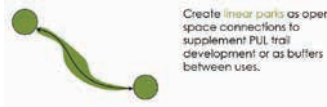

Appendix A

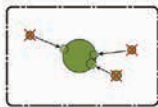
Detailed Parks and Open Space Classification System and Hierarchy

Overview

Class	Purpose/Description	Service Area and Size	Location Criteria	Potential Amenities	Maintenance Level Priority
Regional Parks	Regional parks are destination spaces that facilitate multiple activities and functions for regional residents and visitors.	<ul style="list-style-type: none"> • >20 hectares • Serves a broad, regional market 	<ul style="list-style-type: none"> • Located outside Town boundaries • Jointly owned by the Town and one or more regional municipalities • Highway access in close proximity to population centres 	<ul style="list-style-type: none"> • Regional destination recreation and leisure facilities • Year-round support amenities • Sufficient parking (primarily “drive to” sites) • Pathway connection between amenities/facilities on the site 	<ul style="list-style-type: none"> • High priority for maintenance • Regular snow clearing of entryways, parking, and pathways • Regular upkeep of plantings and turf
District Parks	Park spaces that support major indoor recreation infrastructure.	<ul style="list-style-type: none"> • Ideally 16 to 24 hectares • Serves Town and regional residents 	<ul style="list-style-type: none"> • Located within Town boundaries • Access via major arterial roadways • Appropriate site servicing for major infrastructure 	<ul style="list-style-type: none"> • Major indoor recreation infrastructure • Parking • Connectivity to Town trail and pathway system • Adjacent outdoor recreation, parks and leisure facilities and amenities as deemed appropriate • Adjacent or in close proximity to school sites 	<ul style="list-style-type: none"> • High priority for maintenance • Regular snow clearing of entryways, parking, and pathways • Regular upkeep of plantings and turf

Class	Purpose/Description	Service Area and Size	Location Criteria	Potential Amenities	Maintenance Level Priority
Community Parks	Community parks are destination parks for all residents of Okotoks. These spaces are primarily geared towards outdoor amenities and uses. Multiple activities should be able to occur simultaneously within the site, with activities geared towards various age groups. They are areas for hosting special events, and that offer unique or enhanced opportunities for recreation or gathering. It is therefore important that the parks are easily accessible by motorized and non-motorized travel.	<ul style="list-style-type: none"> Serves all Town residents Approximately 4.0 hectares 	<ul style="list-style-type: none"> Located on a major roadway, ideally in close proximity to community facilities Attempt to locate prior to new development or in Industrial Business, or Agriculture Reserve Districts to reduce conflict with adjacent residents relating to noise, parking etc. 	<ul style="list-style-type: none"> Trees, landscaping, gardens Open areas for informal play Year round amenities Winter sports area (skating, skiing, tobogganing, snowshoe) Picnic areas, BBQ areas, and shelters Public toilet access, change rooms and drinking water fountains Destination play structures and water play features Dog off leash areas Public Art Pathways connections to community, internal circulation paths, seating and waste receptacles Active sports areas (courts, sports fields, running tracks, etc.) Youth activities (skateboard, BMX, etc.) Lighting Irrigation Parking 	<ul style="list-style-type: none"> High priority for maintenance Sports facilities/courts to be maintained to a high standard Regular snow clearing of paths Regular weeding and upkeep of planting beds and turf
Urban Parks/Plazas	A public outdoor open space adjacent to commercial or public buildings suitable for hosting special events yet able to accommodate individuals (workers, shoppers, etc.) enjoying the outdoors.	<ul style="list-style-type: none"> Serves all Town residents Size would vary depending on open space opportunity and use 	Proximity to community facilities, public building, or commercial area in the urban core. 	<ul style="list-style-type: none"> A paved gathering area with seating Lighting Shade structure/trees Electrical receptacles Public toilet access and water fountains Public art Bike racks/shelter and storage areas Year round amenities Ornamental water features 	<ul style="list-style-type: none"> High priority for maintenance Regular snow clearing of plaza and walkways Regular weeding and upkeep of planting beds and turf

Class	Purpose/Description	Service Area and Size	Location Criteria	Potential Amenities	Maintenance Level Priority
Natural Areas	Natural areas are intended to promote biodiversity, ecological conservation and sustainability.	As required to conserve existing natural features or promoted ecological diversification.	As appropriate to meet intent. 	<ul style="list-style-type: none"> • Trails • Seating and waste receptacles • Picnic tables • Interpretive signage 	<ul style="list-style-type: none"> • Non-manicured • Maintenance will be managed as per the Town's Integrated Pest Management Plan
Linear Parks	The primary purpose of linear parks is to accommodate trails or to serve as environmental buffer/screening.	<ul style="list-style-type: none"> • As required to adequately provide desired connections and buffer spaces • Minimum 6 metre width should be taken as PUL to accommodate pathway connectors 	Maximize connections between destinations and neighbourhood trail systems. 	<ul style="list-style-type: none"> • Trails • Seating, rest stops, and waste receptacles • Toilets • Access to public toilets and drinking water • Lighting • Parking • Signage and directional maps • Dog waste bag dispenser 	Moderate level of maintenance required overall, with high level of snow clearing for major trail linkages.
Streetscapes	Streetscapes are included in the proposed open space hierarchy as they provide valuable pedestrian links and can have profound impact on the visual appeal and urban forestry of a community.	In accordance with Okotoks General Design and Construction Specifications.	Although the design of streetscapes is important throughout the town, the importance of streetscapes increases with density and the amount of traffic along a street. 	<ul style="list-style-type: none"> • Although the design of streetscapes is important throughout the town, the importance of streetscapes increases with density and the amount of traffic along a street • May or may not be permitted in road right of ways, pending approval of the Town 	<ul style="list-style-type: none"> • High priority for maintenance • Regular snow clearing of sidewalks • Regular weeding and upkeep of planting beds and street trees

Class	Purpose/Description	Service Area and Size	Location Criteria	Potential Amenities	Maintenance Level Priority
Neighborhood Parks	Neighbourhood Parks provide open space venues in close walking or biking proximity to residents within its general vicinity. The purpose of the park is to accommodate passive use and informal play for residents of all ages. The Neighbourhood Parks category replaces pocket parks in new developments.	<ul style="list-style-type: none"> Serves 1 neighborhood 0.4 to 4.0 hectares Use ratio of 1.5 ha./1,000 people Service radius of 0.5 to 0.8 km Maximum walking distance: Neighbourhood layout should be such that all residents of the development should be able to walk to the park in under 10 minutes assuming a walking speed of 5.0km per hour; therefore, all routes to the park should be less than 0.8km Where possible, should be connected to utility corridors or environmental reserve to improve perception of size and space 	<ul style="list-style-type: none"> Centrally located within a neighbourhood to reduce walking distance Flat, well drained site preferably adjacent to community hall or school site Along a collector road  <p>Discontinue the allocation of MR for pocket parks wherever possible in favour of larger neighbourhood parks.</p>	<ul style="list-style-type: none"> Active and passive elements Open areas for informal play Community gardens Play structures or elements Trails Benches and trash receptacles Picnic facilities Lighting Sports (non-scheduled) or formal play areas preferably associated with an adjacent school 	Medium priority for maintenance.
Pocket Parks	Pocket parks are small parcels of open space that contain a limited amount of recreational facilities (i.e. a play structure). As the Town continues to develop open space resources, it is recommended that pocket parks be LIMITED to areas where yard space is perceived to be inadequate for residents to enjoy the outdoors (high density areas).	<ul style="list-style-type: none"> Inclusion of Pocket Parks within a development to be at the discretion of the Planning and Development Services Department based on aforementioned criteria 0.1 to 0.4 hectares Where possible, should be connected to utility corridors or environmental reserve to improve perception of size and space 	<ul style="list-style-type: none"> Discouraged as stand-alone spaces Located to best meet the needs of residents and the neighborhood in which it is intended to serve 	<ul style="list-style-type: none"> Open areas for informal play Community gardens Play structures or elements Benches and trash receptacles Picnic facilities 	Low priority for maintenance.

Amenity and Activity Appropriateness

The following chart identifies activities and amenities that are most suitable to the specific park classes, as well as those activities which are not suitable.

CHART LEGEND

S Highly Suitable

NS Not Suitable or Applicable

C Conditional (consider only if appropriate for nature/purpose of park space and if complementary to other primary amenities)

Amenity/Activity Type	Regional Parks	District Parks	Community Parks	Urban Parks/ Plazas	Natural Areas	Linear Parks	Streetscapes	Neighborhood Parks	Pocket Parks
Ball Diamonds	C ¹	C	S ²	NS	NS	NS	NS	C ³	NS
Bookable Social Gathering Spaces (e.g. picnic shelters)	C	C	S	S	NS	NS	NS	S	NS
Camping (structured)	S	S	C	NS	C	NS	NS	NS	NS
Community Gardens	NS	C ⁴	NS	S	NS	C	NS	S	S
Concession/Vending/ Food Truck Spaces	C	C	S	S	NS	NS	NS	NS	NS
Day Use/Picnic Areas	C	C	S	S	S	S	NS	S	C
Dog Off-leash Areas/Parks	NS	NS	NS	NS	NS	NS	NS	S ⁵	NS
Event Spaces	C	C	S	S	NS	C ⁶	NS	C	NS
Feature Plantings/ Floral Gardens	C	C	C	S	NS	C	S	NS	NS
Fitness Equipment	C	C	C	C	NS	S	NS	NS	C
Game Tables	C	NS	C	S	NS	S	NS	C	NS
Ice Skating	C	C	C	S	NS	NS	NS	C ⁷	NS
Pathway Activities (use of paved trails for walking running, rollerblading, biking, active transportation, etc.)	S	S	S	S	NS	C ⁸	C ⁹	S	S ¹⁰

1 Prioritize multi-field tournament sites only if appropriate for type of space.

2 Prioritize multi-field tournament sites.

3 Non-bookable, backstops only if shared with school site or if excess space is available. Sufficient parking and setbacks from residential areas must be achieved.

4 If part of a feature, community wide initiative and/or integrated with indoor facilities.

5 Requires dedicated space and amenities.

6 May support these spaces.

7 Non-boarded only.

8 May be identified and maintained as a skating trail.

9 May be a safe route for bicycling (dependent on town approval and nature of adjacent roadway).

10 May be linked to pathway system.

CHART LEGEND

S Highly Suitable

NS Not Suitable or Applicable

C Conditional (consider only if appropriate for nature/purpose of park space and if complementary to other primary amenities)

Amenity/Activity Type	Regional Parks	District Parks	Community Parks	Urban Parks/ Plazas	Natural Areas	Linear Parks	Streetscapes	Neighborhood Parks	Pocket Parks
Playground Structures	C	C	S	S	NS	NS	NS	S	C ¹¹
Rest and Support Spaces (e.g. wifi hotspots, charging stations, bike repair stations)	C	C	C	S	NS	S	C	C	C
Skateboarding	NS	C	S	S	NS	NS	NS	C ¹²	NS
Specialty Sport Spaces (e.g. beach volleyball, horseshoe pits)	NS	C	S	C	NS	NS	NS	S	NS
Sport Courts	NS	S	S	C	NS	NS	NS	S ¹³	NS
Sports Fields	C ¹⁴	C	S	NS	NS	NS	NS	C ¹⁵	NS
Spray Parks	NS	C	C	C	NS	NS	NS	C	NS
Tennis Courts	NS	S	S	NS	NS	NS	NS	NS	NS
Trail Activities (use of natural surface trails for bicycling, walking, running, nature appreciation, etc.)	C	C	C	NS	S	S	NS	NS	NS

11 Not considered ideal spaces for playground structures. May be considered only if setback from roadways or special circumstances permit safe use

12 Skate park should only be considered if site size, orientation and support amenities are deemed sufficient.

13 Small scale/informal only.

14 Prioritize multi-field tournament sites only if appropriate for type of space.

15 Non-bookable field may be included if shared with school site or if excess space is available. Sufficient parking and setbacks from residential areas must be achieved.

Appendix B

Indoor Recreation Facility Site Guidelines

Considerations for siting indoor recreation facilities are similar to those outlined for community level parks. As most indoor recreation facilities serve Town wide markets, co-locating them with major outdoor park spaces is ideal and recommended.

Outlined as follows are other key considerations and associated guidelines and criteria that should ideally be pursued when siting future indoor facilities and amenities.

Consideration	Suggested Guidelines and Criteria
Service Area and Size	<ul style="list-style-type: none">• Serves all Town residents and portions of the region.• Minimum 4 to 6 Hectares for the facility envelope and adjacent services; ideally up to 16.0 to 24.0 Hectares if the site is expected to integrate major indoor and outdoor amenities/facilities.
Location	<ul style="list-style-type: none">• Population and density: where possible, facilities should be located in close proximity to areas of higher density in order to encourage active transportation and maximize convenience.• Vehicular access: adjacency and proximity to major arterial roads and transportation collection systems. Access to existing or planned public transportation should also be prioritized in order to maximize accessibility for all residents.• Pathway access: located along existing or planned multiway trail systems in order to encourage active transportation and create ease of movement throughout the site.• Proximity to schools (current and planned) should be prioritized in order to create site efficiencies (e.g. joint use) and maximize non-prime time utilization.
Geographic Distribution	<ul style="list-style-type: none">• Priority should be given to creating geographic balance of major facilities throughout the Town. As such, future site identification should look to prioritize underserved areas and be aligned with future growth nodes.
Construction Efficiencies	<ul style="list-style-type: none">• Sites that have existing or planned/approved servicing should be prioritized wherever possible.• Lands that have suitable grading (e.g. relatively flat) are ideal and can result in future cost savings.• Lands with minimal environmental impacts should also be prioritized when identifying sites.
Co-Location	<ul style="list-style-type: none">• Co-location with other community facilities, such as libraries and cultural centres, civic facilities, and schools may prove to optimize the use of public funds.
Future Expandability	<ul style="list-style-type: none">• Site acquisition and facility design should include the ability to expand the facility program and associated envelope.

Appendix C

Open Space Development Checklist

The following checklist was developed to assist the Town in evaluating proposed open spaces planned for new/re developments and is based on the guidelines identified in the Open Space Framework Plan. The checklist is to be used as a general guide only. The opportunities and constraints unique to each development also need to be considered.

Principle #1: Strategically acquire open space.

<input type="checkbox"/>	If practical to do so, municipal reserve is adjacent to PUL to maximize perceived size of municipal reserve.
<input type="checkbox"/>	There is either sufficient municipal reserve, or supplemental reserve has been dedicated.
<input type="checkbox"/>	If applicable, cash in lieu of municipal reserve has been contributed to an Open Space savings account for future open space development.
<input type="checkbox"/>	Reserve is well configured and can easily be programmed.
<input type="checkbox"/>	Reserve(s) is well distributed in relation to the Town and is located to best meet the needs of residents it is intended to serve.
<input type="checkbox"/>	Reserve space has a minimum of 40% street frontage.
<input type="checkbox"/>	If a neighbourhood park is present, it is centrally located within the neighbourhood, and adjacent to a school if practical.
	If a community level park is present, it is:
<input type="checkbox"/>	located along a major roadway.
<input type="checkbox"/>	adjacent to light industrial or commercial land uses, and/or other public services such as libraries.
<input type="checkbox"/>	has a sufficient buffer between residential users.

Principle #2: Ensure diversity in the open space system.

<input type="checkbox"/>	The open space design considers the following, where applicable:
<input type="checkbox"/>	multi-functional uses
<input type="checkbox"/>	variation to traditional playgrounds.
<input type="checkbox"/>	seasonal changes
<input type="checkbox"/>	sensory experience
<input type="checkbox"/>	ways of accommodating and promoting pedestrian and other non motorized uses.
<input type="checkbox"/>	considers an appropriate level of development for location (Natural to urban)

Principle #3: Design open spaces based on current and anticipated demand.

- | | |
|--------------------------|--|
| <input type="checkbox"/> | The site has sufficient on parking to avoid potential conflicts with neighbours. |
| <input type="checkbox"/> | The design responds to the demographics of the area in which it is being situated. |

Principle #4: Create an open space system that is accessible to all residents of Okotoks regardless of age, ability or finances.

- | | |
|--------------------------|--|
| <input type="checkbox"/> | Trails are in keeping with the vision outlined in the Trail Master Plan. |
| <input type="checkbox"/> | Internal trail connections provide adequate circulation around the site. |
| <input type="checkbox"/> | Trails within the development create affective links with features/trails on adjacent sites. |
| <input type="checkbox"/> | If fencing is necessary, openings are provided at frequent intervals |
| <input type="checkbox"/> | Open space features consider universal access and incorporate principles of barrier free design. |
| <input type="checkbox"/> | The design of open space supports intended use (i.e. sufficient parking for sports fields, bike racks near facilities connected to a multi-use trail. etc.). |
| <input type="checkbox"/> | If the open space is adjacent to a major facility (i.e. a recreation facility, hospital, etc.), the open space incorporate amenities that support the facility (i.e. outdoor recreation facility, healing garden, etc.). |
| <input type="checkbox"/> | If the open space in adjacent to workplaces, the open space includes features geared towards employees (i.e. trails, picnic tables, gathering spaces, etc.) |
| <input type="checkbox"/> | If the open space includes recreational opportunities, various levels of expertise are supported. |
| <input type="checkbox"/> | Principles of Crime Prevention Through Environmental Design (CPTED) have been considered. |
| <input type="checkbox"/> | Access for non-motorized traffic has been considered. |
| <input type="checkbox"/> | Sufficient crossings are provided if the development is large in scale. |

Principle #5: Design for efficiency.

- | | |
|--------------------------|--|
| <input type="checkbox"/> | Open space resources are adequately consolidated. |
| <input type="checkbox"/> | The level of ongoing level of maintenance has been determined for the site. |
| <input type="checkbox"/> | Sufficient resources have been allocated by the Town for the ongoing management and maintenance of proposed open spaces. |
| <input type="checkbox"/> | Partnership opportunities have been explored, if appropriate for the development or sharing of resources. |

Principle #6: Design open space with natural resource protection in mind.

- | | |
|--------------------------|--|
| <input type="checkbox"/> | Environmentally friendly options for construction and/or maintenance of the site have been considered. |
| <input type="checkbox"/> | If present, proposed planting plan provides sufficient vegetation for comfort and aesthetics. |
| <input type="checkbox"/> | If site contains mature trees, effort has been made to retain as many mature trees as possible. |
| <input type="checkbox"/> | Native plants have been considered where appropriate. |
| <input type="checkbox"/> | Natural site processes and rainwater have been maintained on site wherever feasible, and Low Impact Development features (bioswales, rain gardens, and bioretention areas) and site selection criteria have been considered. |

Appendix D

Indoor Recreation Facility Principles and Guidelines

The following principles and guidelines should be considered and applied when planning for future indoor recreation facility investment. These principles and guidelines pertain to both overall provision (intent for services) and land requirements for future projects.

Principle #1: Strategically Acquire Lands for Indoor Recreation Facilities	
1.1 Maximize use of municipal reserve by identifying opportunities for adjacencies with other lands.	Identify opportunities to acquire land that abuts or is adjacent to existing park space, school sites, public works areas, or other publicly accessible lands. Doing so can create synergies and facilitate “hub” sites.
1.2 Supplement municipal reserve through acquisition as deemed necessary.	As previously identified in the Master Plan, it is unlikely that municipal reserve will be sufficient to meet all future Town needs for land to support indoor facility projects. As such, the Town should strategically acquire lands and build a reserve in alignment with anticipated requirements.
1.3 Strategically distribute indoor recreation facilities throughout the Town.	When allocating, consideration should also be given to: <ul style="list-style-type: none">a. the distribution of amenities throughout the Townb. an increased willingness to travel for specialized recreation opportunitiesc. the intended user group (i.e. access without reliance on a car for youth, seniors, etc.).
1.4 Ensure lands can accommodate future expansion.	Developing “hub” facilities and undertaking development through phasing has numerous benefits and potential efficiencies. Future site identification should prioritize land parcels that can accommodate initial development, anticipated/ planned development and potential long-term site build out.

Principle #2: Ensure Diversity in the Provision of Indoor Facilities

2.1 Prioritize multi-purpose and multi-functional facilities.	It is recommended that major indoor recreation facilities include a strong mix of multi-purpose spaces and support amenities.
2.2 Consider special populations and diversity in facility design.	Facilities should be designed in such a manner that fosters social cohesion and is inclusive. Cultural and social sensitivities should be considered when designing support amenities (e.g. change areas).
2.3 Design for the senses.	Aesthetics and “feel” of spaces needs to be considered when designing facilities. The integration of natural light, sufficient open areas and inclusion of public art can help increase the attractiveness of place and space.

Principle #3: Design and Develop Indoor Recreation Facilities Based On Current and Anticipated Demand

3.1 Consider the redesign, repurposing or expansion of existing under-utilized facilities and amenities.	The Town should consider the redesign or expansion of existing under-utilized indoor spaces and amenities, based on current and anticipated future needs of residents.
3.2 Recognize community and regional demographics.	Future development needs to take into account demographic shifts and identify gaps for certain populations. This analysis should occur on an ongoing basis and be strongly considered when conducting project specific planning (e.g. facility feasibility studies, needs assessments).
3.3 Integrate trends and leading practices into planning and design.	Indoor recreation facilities need to be built to serve the Town and region for a number of years. As such, emerging trends and leading practices should be integrated into facility design and development (including the repurposing of existing spaces).

Principle #4: Develop Indoor Recreation Facilities that are Accessible to Residents Regardless of Age, Ability, or Finances

4.1 Ensure functionality.	While design aesthetics are important, functionality should remain a key aspect. Doing so will maximize overall physical accessibility and ease of use.
4.2 Major indoor facilities should provide opportunities for all ages and ability levels.	“Hub” facilities need to provide amenities that are diverse and appealing to a broad spectrum of users. Ideally, all ages within a family unit should be able to use major facilities simultaneously if so desired.
4.3 Publicly provided recreation facilities should provide affordable opportunities.	While often considered a function of programming and space animation, financial accessibility should be considered during the design phase. Although it may be unrealistic to develop many indoor facilities that are completely free to use, aspects of a facility could be design to provide no or low cost access. Maximizing operational efficiencies can also lead to long term facility cost savings, which can in-turn limit inflationary costs and help maintain affordability.
4.4 Physical accessibility of facilities to the community should be prioritized.	Where possible, facilities should be located along major transportation routes (roadways and pathways) and easily accessible from high density areas of the community.

Principle #5: Design for Efficiency	
5.1 Cluster indoor recreation amenities.	Stand-alone recreation amenities and facilities should be avoided wherever possible. Clustering amenities to create “hub” sites can result in numerous benefits which include operational efficiencies (shared staff), shared spaces (e.g. food service areas) and create the critical mass needed to attract sponsors and lease space holders.
5.2 Allocate resources prior to the construction of indoor recreation facilities.	Indoor recreation facilities require a significant amount of capital and human resources to maintain the site to a safe, functional and aesthetically pleasing level. It is therefore important that the life cycle budgeting and human resource requirements of a site are understood and can realistically be achieved prior to the construction of the site.
5.3 Form partnerships, where appropriate, to develop/ share resources.	Potential sources of partnerships may include school boards, private service clubs, health care facilities, etc.
5.4 Consider green technology and environmental sustainable practices.	Where possible and feasible, green technologies should be integrated into design and construction. Facilities should also be designed to include sufficient recycling areas and minimize the overall environmental footprint.

Appendix E

Example of How to Use the Service Delivery Approach Model

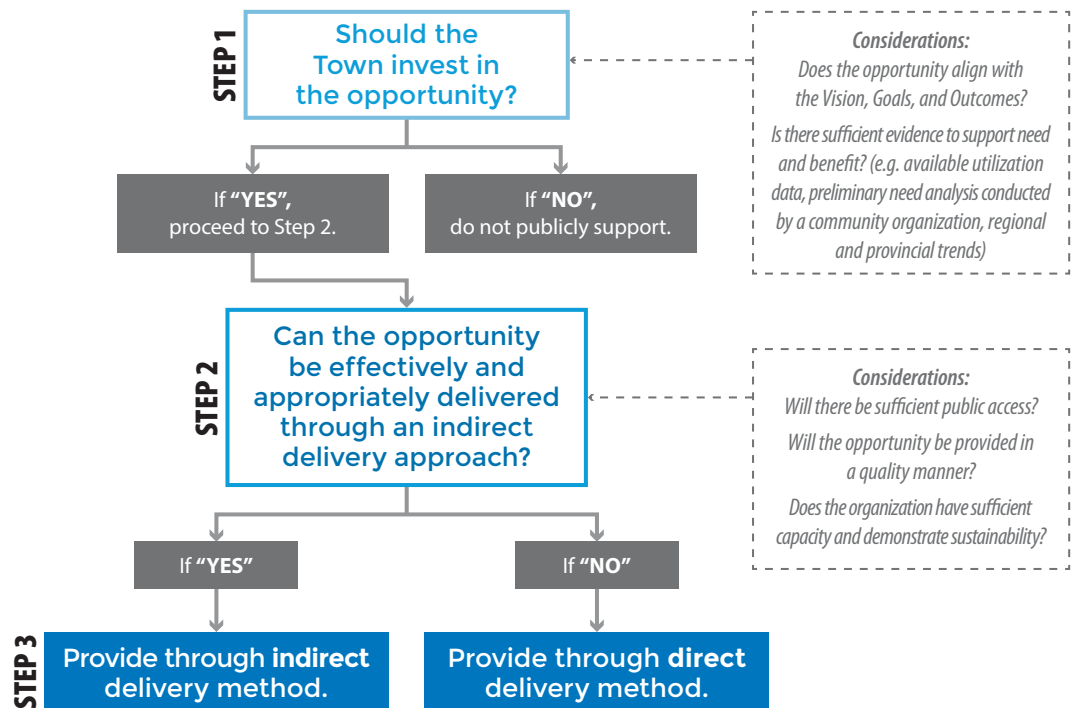
The following is a fictitious scenario designed to give an example of how the decision making model presented on page 15 should work.

Scenario

A local Gardening Club (registered not for profit community organization) has been in operation in the community for three years and has grown rapidly (from 25 to 100 members in the past year alone). The Club has offered outdoor programming in the summer since its inception and would now like to offer winter programming. The Club does not currently have access to a suitable facility in the winter months.

Recently, the Club approached the Town with a request for permanent space in a Town facility. The Club believes permanent space is required due to the nature of programming and equipment/amenity needs (i.e. space to store seeds, pots, soil, etc.).

Using the Service Delivery Approach Model



Step 1: Should the Town invest in the opportunity?

Considerations and Analysis: The mandate of the Club strongly aligns with the Vision, Goals, and Outcomes of the Town (as stated in the Recreation, Parks, and Leisure Master Plan). The Club has demonstrated inclusiveness through its past programs and is focused on providing opportunities for all ages and ability levels. The Club has also provided strong initial evidence of need, which includes:

- Registration data for the past 3 years of programming (reflecting consistent growth);
- A preliminary needs assessment document; and
- An overview of provincial trends which reflect the growth of community gardening and home greenhouses.

Decision: After analysis of information provided by the Club, the decision was made to proceed to Step 2.

Step 2: Can the opportunity be effectively and appropriately delivered through an indirect delivery approach?

Considerations and Analysis: While the Club has a generally strong reputation in the community, recent Town research and engagement revealed that there is a strong demand for community gardening and nature education programming. As such, before a decision on space was made the Town decided to first analyze the merits of offering gardening programs through both direct and indirect delivery methods. Key considerations that were analyzed included:

- Public access (Will the Club continue to be inclusive to all residents?)
- Quality of programming (How can quality of programming best be assured?)
- Capacity (Does the organization have sufficient capacity to offer expanded programming in winter months, promote and market programs, etc?)

Decision: The Town submitted a list of key considerations and questions to the Club and also formally asked for a business case. The business case submitted by the Club sufficiently reflected that the new winter programming would have high levels of public access. The business case also made a strong case that the existing expertise of the club and its network (including access to renowned provincial community gardening experts) positioned the Club to be in the most suitable position to offer the programming. The business case also identified potential risks and mitigation strategies related to organizational capacity.

The Town decided to formally support gardening programming in the community using the indirect delivery method of providing subsidized lease space to the Gardening Club at a community recreation centre.



